



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.

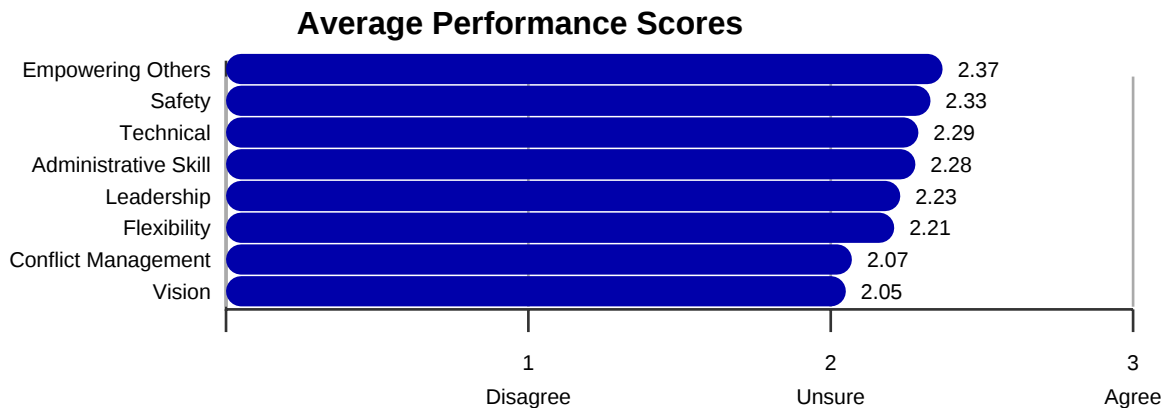
What to Do with Your Feedback

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 8 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

Definition:

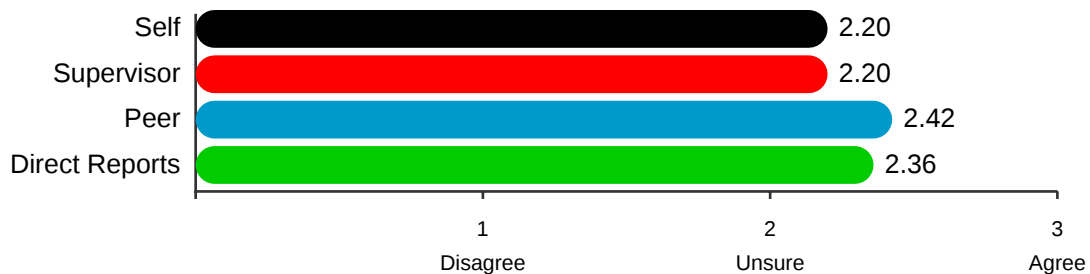
Empowering individuals means granting them the freedom to make decisions and take ownership of their work. Allowing for flexibility in work hours or remote work arrangements empowers employees to manage their time effectively. Empowerment includes providing growth opportunities and encouraging employees to share their ideas, perspectives, and solutions.

Why this is Important:

When employees have autonomy, they feel trusted and motivated to contribute their best. Allowing flexibility in work hours or remote work arrangements empowers employees to manage their time effectively. This flexibility acknowledges their personal needs and fosters a healthy work-life balance. Empowerment provides growth opportunities for employees and encourages employees to share their ideas, perspectives, and solutions. This creates an environment where they can learn, develop, and take on new challenges. Empowerment involves tailoring responsibilities to match employees' skill levels, allowing them to excel and grow.

Summary Scores:

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



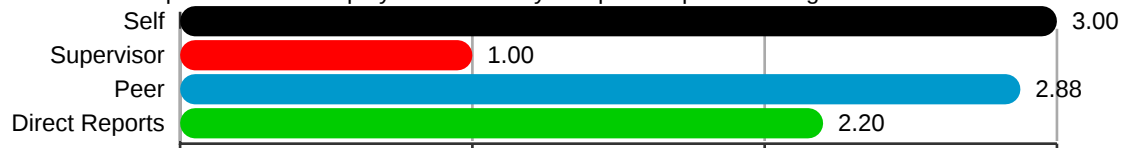
Scores on Each Item:

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

1. Encourages employees to think outside the box.



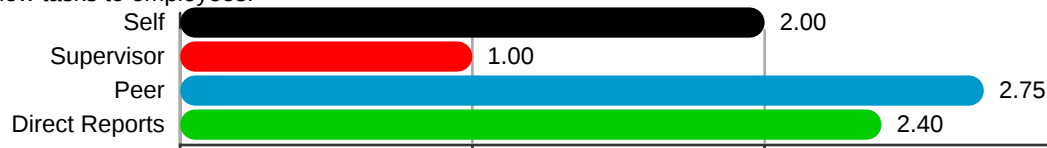
2. Recognizes the accomplishments of employees when they complete important assignments.



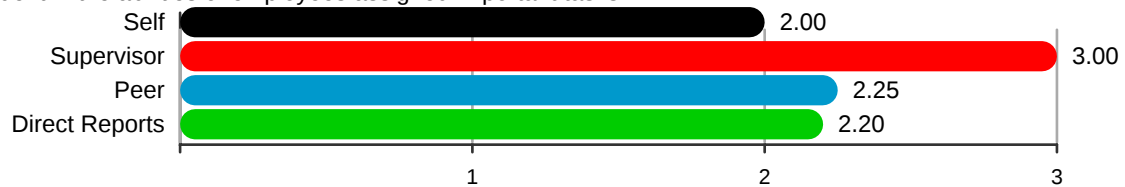
3. Avoids micromanaging their employees.



4. Gives new tasks to employees.



5. Is confident in the abilities of employees assigned important tasks.



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 (Disagree) to green (Agree).

Item	n	Avg	LOA	Disagree 1 1	Unsure 2 2	Agree 3 3
1. Encourages employees to think outside the box.	15	2.27	33.3	7%	60%	33%
2. Recognizes the accomplishments of employees when they complete important assignments.	15	2.53	73.3	20%	7%	73%
3. Avoids micromanaging their employees.	15	2.33	40.0	7%	53%	40%
4. Gives new tasks to employees.	15	2.47	53.3	7%	40%	53%
5. Is confident in the abilities of employees assigned important tasks.	15	2.27	40.0	13%	47%	40%

Comments:

- There is apprehension with all the changes, but still a lot of engagement and positivity.
- _____ has made a lot of headway in transforming his team this last year. A number of changes to structure and job descriptions have been made.
- _____ has used his strengths to make this department stronger in many ways.
- I have found _____ to be very competent and professional. He delivers when and what he says he will and his work is always complete and accurate.
- He can fall behind on projects without providing timely feedback.
- Understanding that the progress towards a more definitive house supervisor does take time, I would like to see a more proactive approach in allowing the department to make decisions.

Administrative Skill

Definition:

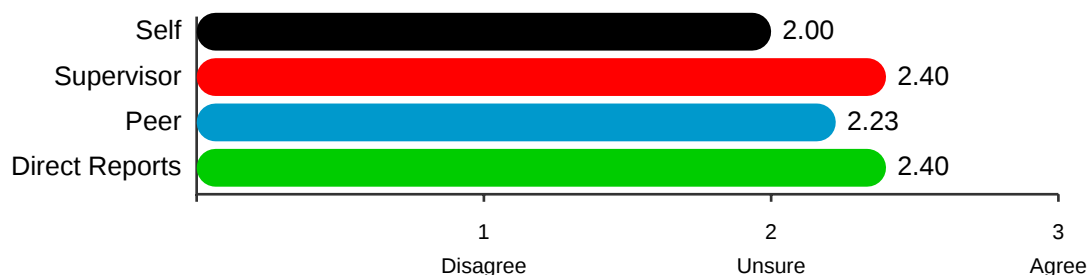
Administrative skills are a versatile set of abilities that ensure the efficient operation of an organization by managing schedules, organizing documents, and maintaining processes. These skills include strong communication, active listening, and time management to effectively coordinate tasks and foster collaboration. Being meticulous, systematic, and adept at handling office documents, logistics, and budgets reflects their attention to detail and organizational proficiency. Administrative professionals demonstrate technical proficiency, confidentiality, and a supportive mindset, making them invaluable in maintaining smooth workflows and a productive workplace.

Why this is Important:

Administrative skills are vital in business because they ensure the smooth and efficient operation of an organization. By managing schedules, organizing documents, and implementing processes, individuals with strong administrative abilities create a structured environment that allows teams to focus on their goals without unnecessary distractions. These skills also play a critical role in effective communication, enabling the clear exchange of information among colleagues, clients, and stakeholders, which is essential for collaboration and decision-making.

Summary Scores:

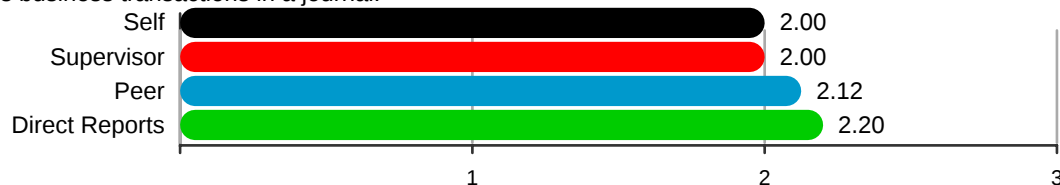
The summary scores shown here are an average of each of the items in this competency.



Scores on Each Item:

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

6. Records business transactions in a journal.



7. Identifies complex problems and reviews related information to develop and evaluate options and implement solutions.



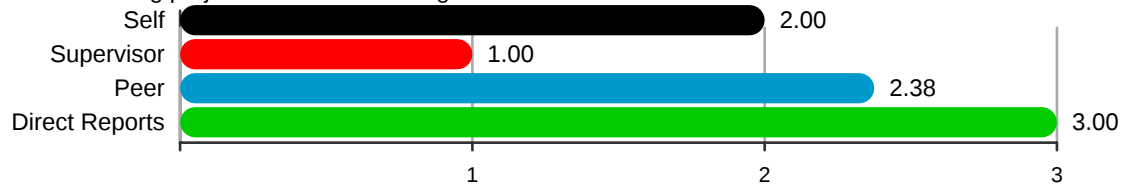
8. Establishes and maintains structured systems for both physical and digital documents.



9. Screens calls.



10. Effective at scheduling project activities and assignments.



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 (Disagree) to green (Agree).

Item	n	Avg	LOA	Disagree 1 1	Unsure 2 2	Agree 3 3
6. Records business transactions in a journal.	15	2.13	33.3	20%	47%	33%
7. Identifies complex problems and reviews related information to develop and evaluate options and implement solutions.	15	2.07	26.7	20%	53%	27%
8. Establishes and maintains structured systems for both physical and digital documents.	15	2.33	40.0	7%	53%	40%
9. Screens calls.	15	2.40	53.3	13%	33%	53%
10. Effective at scheduling project activities and assignments.	15	2.47	60.0	13%	27%	60%

Comments:

- With his strengths as a specialist, he guides and allows for good collaborative discussion keeping the customer at the center.
- _____ does an excellent job of assessing processes to determine if they are working or not working and helping the team to identify issues, barriers and solutions to move our practices forward.
- Isn't afraid to ask the tough questions to get people to think outside of their box.
- 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.
- I appreciate the straight forward style of leadership _____ uses.
- He looks at problems in a systematic way and asks for input prior to making decisions.

Leadership

Definition:

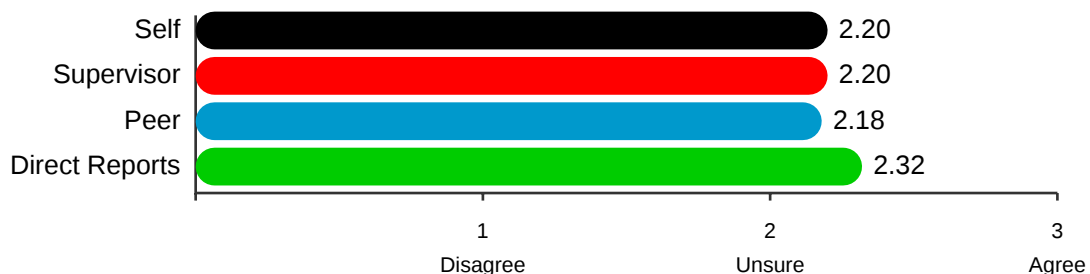
Leadership is the ability to guide and influence others through effective communication, inspiration, and decisive action, while upholding integrity and setting clear expectations to achieve organizational goals. A strong leader fosters accountability, empowers their team, and leads by example, creating an environment of trust, development, and collaboration. By demonstrating emotional intelligence, resilience, and transparency, leaders align efforts, recognize achievements, and drive high performance while mentoring and coaching individuals to reach their full potential.

Why this is Important:

Effective leadership ensures clear communication, alignment of goals, and empowerment of employees, which enhances productivity and innovation. By demonstrating emotional intelligence, accountability, and resilience, leaders build trust, inspire high performance, and create an adaptable environment that positions organizations to thrive in competitive and ever-changing landscapes.

Summary Scores:

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



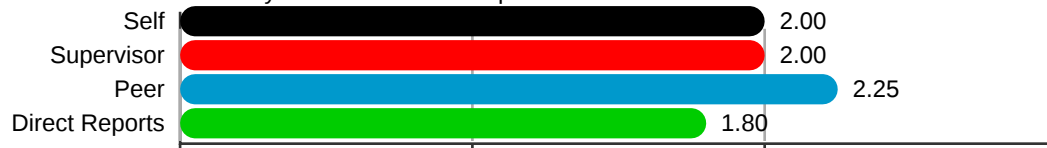
Scores on Each Item:

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

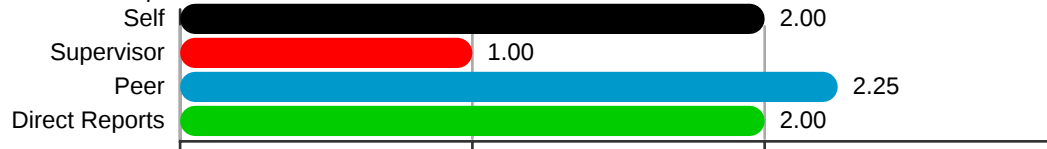
11. Incorporates the company Philosophy, Mission Statement, and Core Values into the district's culture so that co-workers accept them as more than just written documents



12. Focuses others on the necessary tasks that need completion.



13. Clearly articulates expectations.



14. Balances positive feedback with constructive criticism to motivate while developing skills.



15. Able to align manpower, design work, and allocate tasks to achieve goals.



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 (Disagree) to green (Agree).

Item	n	Avg	LOA	Disagree 1 1	Unsure 2 2	Agree 3 3
11. Incorporates the company Philosophy, Mission Statement, and Core Values into the district's culture so that co-workers accept them as more than just written documents	15	2.33	40.0	7%	53%	40%
12. Focuses others on the necessary tasks that need completion.	15	2.07	20.0	13%	67%	20%
13. Clearly articulates expectations.	15	2.07	26.7	20%	53%	27%
14. Balances positive feedback with constructive criticism to motivate while developing skills.	15	2.27	40.0	13%	47%	40%
15. Able to align manpower, design work, and allocate tasks to achieve goals.	14	2.43	50.0	7%	43%	50%

Comments:

- _____'s oral communication at times has been lengthy and lacks a focused attention to the issue(s). Written I've experienced good communication.
- As a new employee, I feel that he is receptive when I seek guidance as well as when I am looking for feedback with my own skills.
- _____ does not beat around the bush nor does he have hidden agendas.
- _____ is always working collaboratively with many different teams not only within the organization but within the community
- The role of interim director is new to _____ and since he is still learning that, it impacts his ability to make sound judgements in his daily work.
- _____'s knowledge, expertise, and workflow comprehension are some of the strengths most valued by teammates. Leadership changes over the last year, have not allowed opportunities to showcase his strengths and [CompanyName] has not capitalized on them.

Technical

Definition:

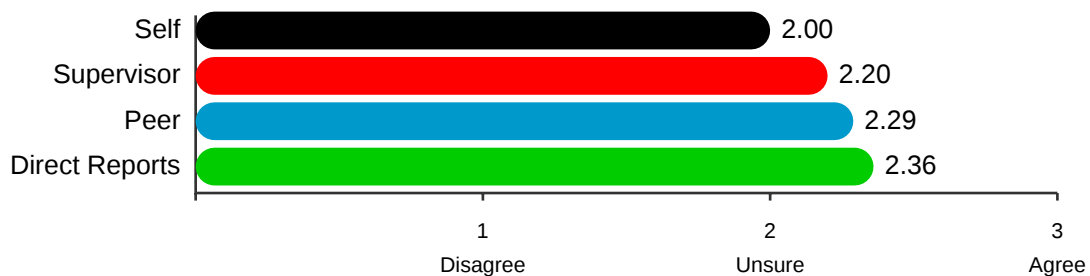
An expert in their field. Employee has the technical expertise to perform their job at a high level.

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:

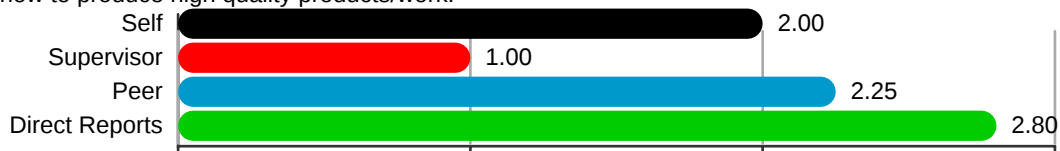
The summary scores shown here are an average of each of the items in this competency.



Scores on Each Item:

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

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



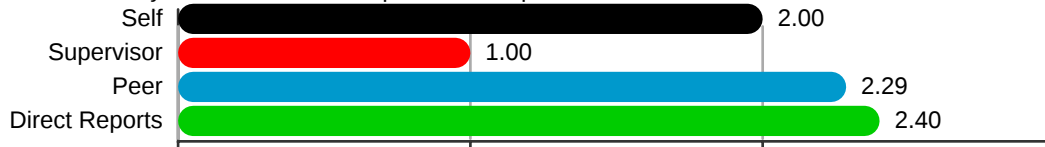
17. Is knowledgeable of procedures or systems necessary for the job.



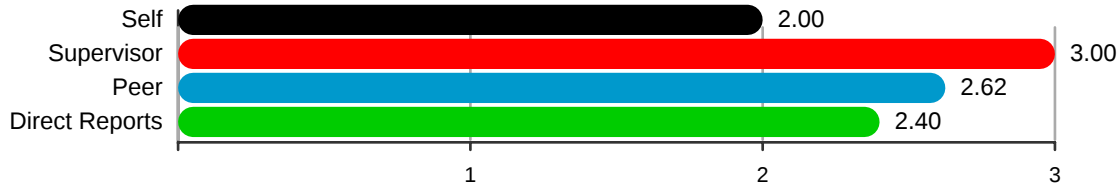
18. Uses expertise to identify issues and think through creative solutions to get a problem solved or objective accomplished.



19. Demonstrates mastery of the technical competencies required in his/her work.



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



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 (Disagree) to green (Agree).

Item	n	Avg	LOA	Disagree 1 1	Unsure 2 2	Agree 3 3
16. Knows how to produce high quality products/work.	15	2.33	46.7	13%	40%	47%
17. Is knowledgeable of procedures or systems necessary for the job.	15	2.33	40.0	7%	53%	40%
18. Uses expertise to identify issues and think through creative solutions to get a problem solved or objective accomplished.	14	2.00	14.3	14%	71%	14%
19. Demonstrates mastery of the technical competencies required in his/her work.	14	2.21	42.9	21%	36%	43%
20. Keeps current with technical advances within his/her professional discipline; embraces and applies new techniques and practices	15	2.53	60.0	7%	33%	60%

Comments:

- He includes appropriate people in his decisions and follows through on decisions made.
- Communicate regularly with the whole company, not just one department.
- As part of the strategic plan, the team is working towards creating an organized workflow for major projects that engages and empowers each member involved in it that encourages their input to provide the most effective end result for the organization.
- _____ has been instrumental in initiating and helping to steer the department committee for [CompanyName].
_____ ensures that [CompanyName] is considered in any corporation changes as well as bringing information from [CompanyName] so that we function as one corporation.
-

I was impressed with the time he spent both working on the issue and with the individual. I believe these efforts will pay off.

- _____ has stepped into the role of director and has provided great support to his managers and supervisors, not shying away from issues which need to be addressed.

Safety

Definition:

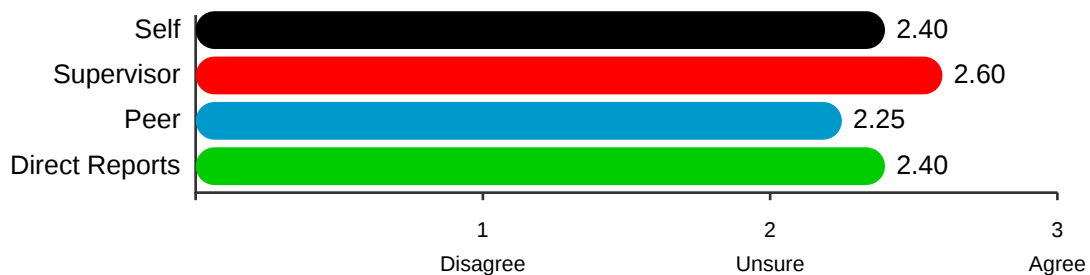
Works in a safe manner and promotes safe working conditions.

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.

21. Participates in safety training as applicable.



22. Mitigates hazards and safety issues that arise.



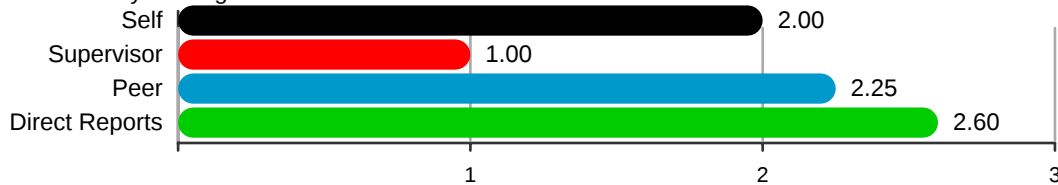
23. Is aware of OSHA safety guidelines.



24. Works to implement corrective safety measures.



25. Participates in safety training when offered.



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 (Disagree) to green (Agree).

Item	n	Avg	LOA	Disagree 1 1	Unsure 2 2	Agree 3 3
21. Participates in safety training as applicable.	15	2.60	66.7	7%	27%	67%
22. Mitigates hazards and safety issues that arise.	15	2.33	40.0	7%	53%	40%
23. Is aware of OSHA safety guidelines.	15	2.07	20.0	13%	67%	20%
24. Works to implement corrective safety measures.	15	2.40	53.3	13%	33%	53%
25. Participates in safety training when offered.	15	2.27	53.3	27%	20%	53%

Comments:

- _____ gives me feedback good and indifferent.
- _____ is very busy and it is sometimes difficult to find time with him to get the direction needed to move forward.
- _____ is a very clear communicator is always prepared for meetings and projects. He works with other team members throughout the organization to reach goals whether it is his department or someone else's department, he is willing to help in any capacity he can to help reach goals.
- He couldn't be more engaged if he tried.
- He completes complex, multi-faceted tasks efficiently and involves essential staff which generates support and positive momentum.
- Even though he is part-time, I don't like the minimal face-to-face exposure.

Flexibility

Definition:

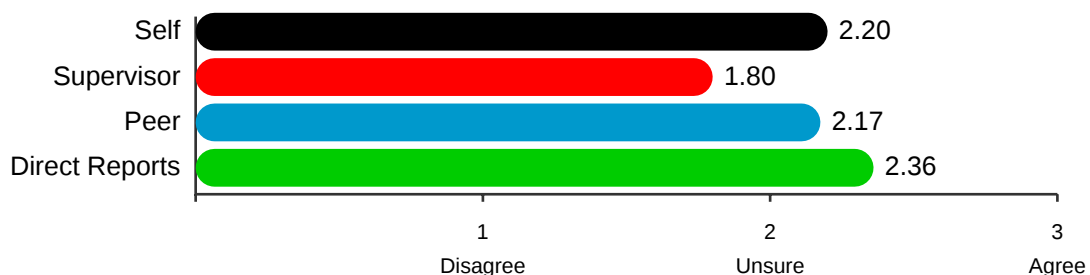
Flexibility is the ability to think a variety of thoughts, change the ways of doing things, solving unique problems, meeting the needs of a variety of people, managing unpredictable events/circumstances, and adapting to new environments or the needs of different situations. Flexibility also includes recovering quickly from setbacks and maintaining a high level of productivity despite obstacles. Flexibility includes being responsive to the needs of others, to accommodate others, and provide customized training to facilitate learning.

Why this is Important:

Flexibility allows individuals and organizations to adapt to changing circumstances and challenges with ease. This adaptability enhances problem-solving, strategic thinking and innovation, leading to more effective and efficient operations. Flexibility is being resilient in the response to setbacks, enabling a quicker recovery and maintaining productivity. Flexibility also accommodates the diverse needs and perspectives of others to create a more inclusive and collaborative work environment. Flexibility helps drive success and sustainability in today's dynamic business environment.

Summary Scores:

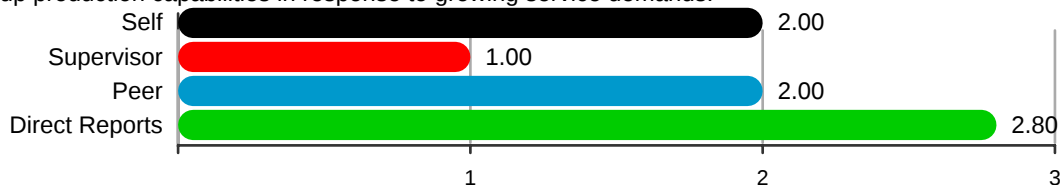
The summary scores shown here are an average of each of the items in this competency.



Scores on Each Item:

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

26. Scales up production capabilities in response to growing service demands.



27. Can handle changes without complaining.



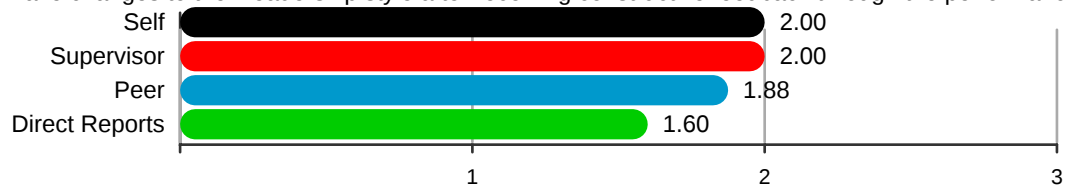
28. Willing to change ideas or perceptions based on new information.



29. Is flexible in solving difficult problems.



30. Able to make changes to their leadership style after receiving constructive feedback through the performance review.



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 (Disagree) to green (Agree).

Item	n	Avg	LOA	Disagree 1 1	Unsure 2 2	Agree 3 3
26. Scales up production capabilities in response to growing service demands.	15	2.20	33.3	13%	53%	33%
27. Can handle changes without complaining.	15	2.00	26.7	27%	47%	27%
28. Willing to change ideas or perceptions based on new information.	15	2.47	53.3	7%	40%	53%
29. Is flexible in solving difficult problems.	15	2.60	60.0		40%	60%
30. Able to make changes to their leadership style after receiving constructive feedback through the performance review.	15	1.80	13.3	33%	53%	13%

Comments:

- _____ is highly skilled and remains focused despite the many directions in which he is pulled. He is calm, easy to work with and makes decisions only after being fully informed.
- _____ is by far a leader in the service area.
- _____ does not beat around the bush nor does he have hidden agendas.
- _____ has done a great job in most of the areas above. He has really moved our services team forward in a very positive way.
- I can depend on him with whatever is needed.
- _____ not only values and listens to his staff he also gives them the support they need.

Conflict Management

Definition:

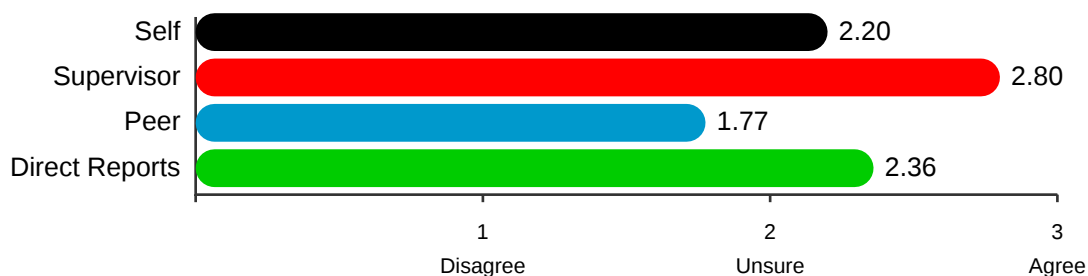
Conflict Management is the ability to successfully resolve disputes by addressing core needs, clarifying roles and expectations, and fostering mutual understanding through active listening, empathy, and facilitative dialogue. It involves anticipating tensions, investigating root causes, and applying strategic, analytical, and creative approaches that promote compromise, common ground, and openness to change. By valuing diverse viewpoints and relationships, and reframing conflict as an opportunity for growth, managers build inclusive environments where collaboration thrives and resolution leads to lasting improvement.

Why this is Important:

Conflict Management is vital for organizations because it transforms potential disruptions into opportunities for alignment, innovation, and strengthened relationships. By proactively addressing tensions and clarifying expectations, companies reduce costly misunderstandings, improve decision-making, and foster psychological safety--essential for high-performing teams. Moreover, when diverse viewpoints are heard and compromise is facilitated, organizations become more resilient, adaptive, and capable of sustaining long-term strategic success in complex, fast-changing environments.

Summary Scores:

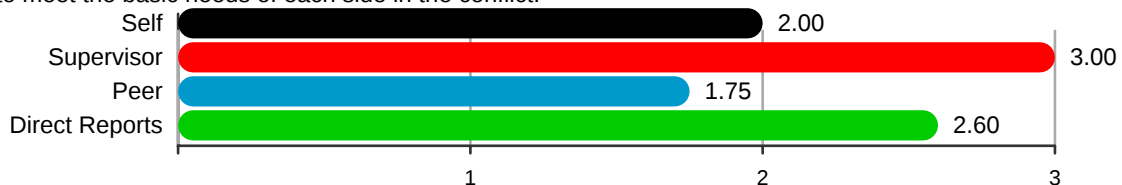
The summary scores shown here are an average of each of the items in this competency.



Scores on Each Item:

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

31. Works to meet the basic needs of each side in the conflict.



32. Investigates opportunities to achieve mutually beneficial solutions to conflicts.



33. Demonstrates flexibility and willingness to adjust their own approach when it contributes to a more constructive resolution.



34. Addresses contentious issues earlier rather than later.



35. Listens to individuals as they offer their unique perspectives on the situation.



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 (Disagree) to green (Agree).

Item	n	Avg	LOA	Disagree 1 1	Unsure 2 2	Agree 3 3
31. Works to meet the basic needs of each side in the conflict.	15	2.13	33.3	20%	47%	33%
32. Investigates opportunities to achieve mutually beneficial solutions to conflicts.	15	2.13	33.3	20%	47%	33%
33. Demonstrates flexibility and willingness to adjust their own approach when it contributes to a more constructive resolution.	15	2.07	33.3	27%	40%	33%
34. Addresses contentious issues earlier rather than later.	15	2.13	26.7	13%	60%	27%
35. Listens to individuals as they offer their unique perspectives on the situation.	15	1.87	20.0	33%	47%	20%

Comments:

- He can appear guarded at times. If he can let his guard down with other team members, it may help them become closer.
- In one word I can summarize _____ in leadership skill. WOW!
- I feel he generally seeks our opinions in making decisions and includes us. Thank You for all you do _____, your the best.
- _____ is doing well overall and shows that he is willing to learn, this is strongly due to _____'s role modeling and encouragement. If _____ will let down his guard and open up about his fears and let his peers help his and give his support, he will be a strong leader. We would love to help him!
- He promotes teamwork and has put forth a lot of effort in getting managers, providers, and employees engaged.
- By looking outward and focusing on the needs of our community as well as best practices in other organizations, he aims to meet the needs of our customers and staff both today and in our future.

Vision

Definition:

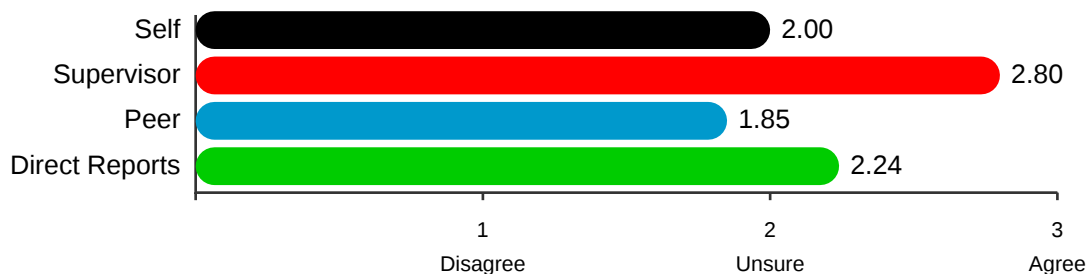
Vision is the ability to craft and communicate a compelling, aspirational direction that aligns people, strategy, and culture toward a shared future. It integrates foresight and problem identification to anticipate challenges, while translating long-term goals into actionable plans through both personal execution and team empowerment. Visionary leaders inspire and influence others by modeling consistency, celebrating progress, and fostering a growth-oriented environment that reflects organizational values. Through strategic clarity and motivational leadership, vision becomes a unifying force that drives innovation, alignment, and sustained performance.

Why this is Important:

Vision, as defined through its multifaceted dimensions, is essential because it provides organizations with a coherent and compelling sense of direction that integrates strategy, culture, and execution. It aligns individuals and teams around shared long-term goals, enabling consistent decision-making even amid complexity or change. By inspiring commitment, fostering growth, and translating ambition into actionable plans, vision becomes the engine that drives innovation, resilience, and sustained performance. Without it, organizations risk fragmentation, short-termism, and a loss of purpose--making vision not just a leadership trait, but a strategic necessity.

Summary Scores:

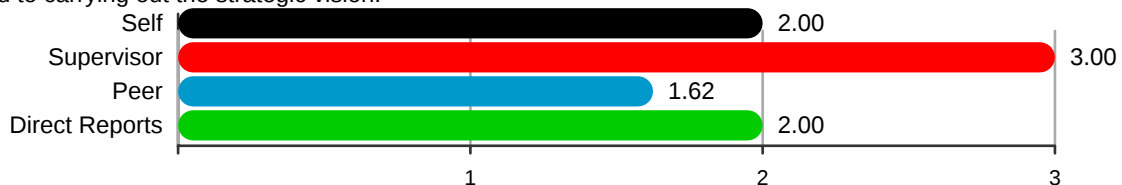
The summary scores shown here are an average of each of the items in this competency.



Scores on Each Item:

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

36. Devoted to carrying out the strategic vision.



37. Creates and executes a strategic vision that drives the company's growth forward.



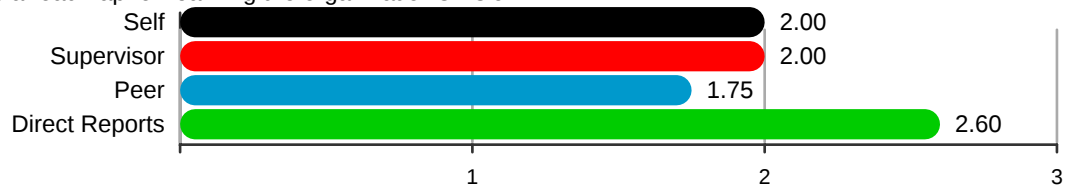
38. Charts a bold course for the department's rapid evolution and expansion.



39. Creates a common vision for others.



40. Defines a roadmap for realizing the organization's vision.



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 (Disagree) to green (Agree).

Item	n	Avg	LOA	Disagree 1 1	Unsure 2 2	Agree 3 3
36. Devoted to carrying out the strategic vision.	15	1.87	20.0	33%	47%	20%
37. Creates and executes a strategic vision that drives the company's growth forward.	15	1.93	13.3	20%	67%	13%
38. Charts a bold course for the department's rapid evolution and expansion.	15	2.07	33.3	27%	40%	33%
39. Creates a common vision for others.	15	2.33	33.3		67%	33%
40. Defines a roadmap for realizing the organization's vision.	15	2.07	33.3	27%	40%	33%

Comments:

- _____ is a true transformational leader who focuses on developing the talents and interests of individual staff members. With six departments reporting to her, he has broadened his perspective from seeing individual departments, to visions of integrated teams that are customer centered.
- _____ is a new manager he has done a wonderful job, he is still in a learning curve and is still in the process of learning this role
- _____ has stepped into the role of director and has provided great support to his managers and supervisors, not shying away from issues which need to be addressed.
- I have truly appreciated his guidance.
- He is truly a great example of Competency improvement as he continuously improves his skills and abilities.
- _____, more than anyone, takes what he's learned with Core Competencies and implements them.