



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.

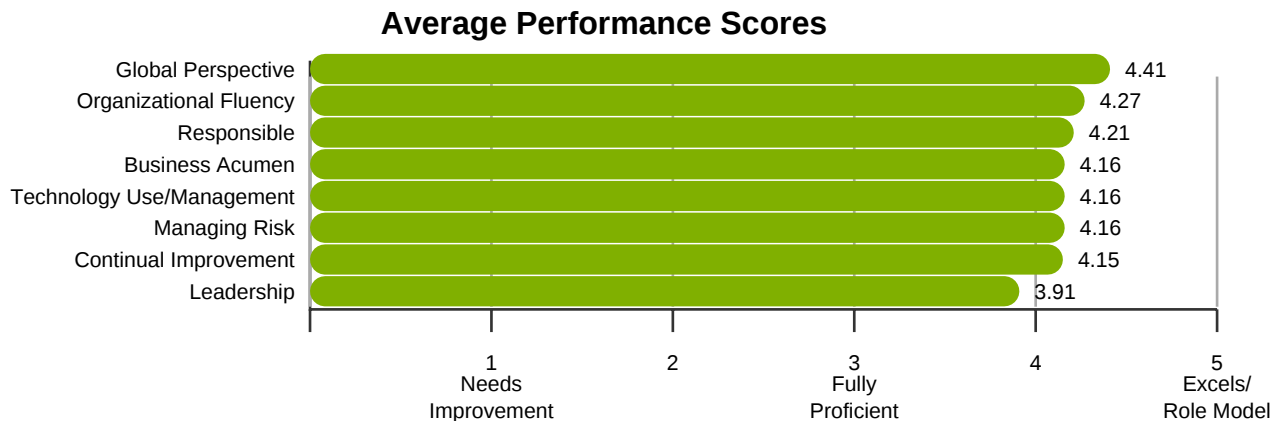
What to Do with Your Feedback

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

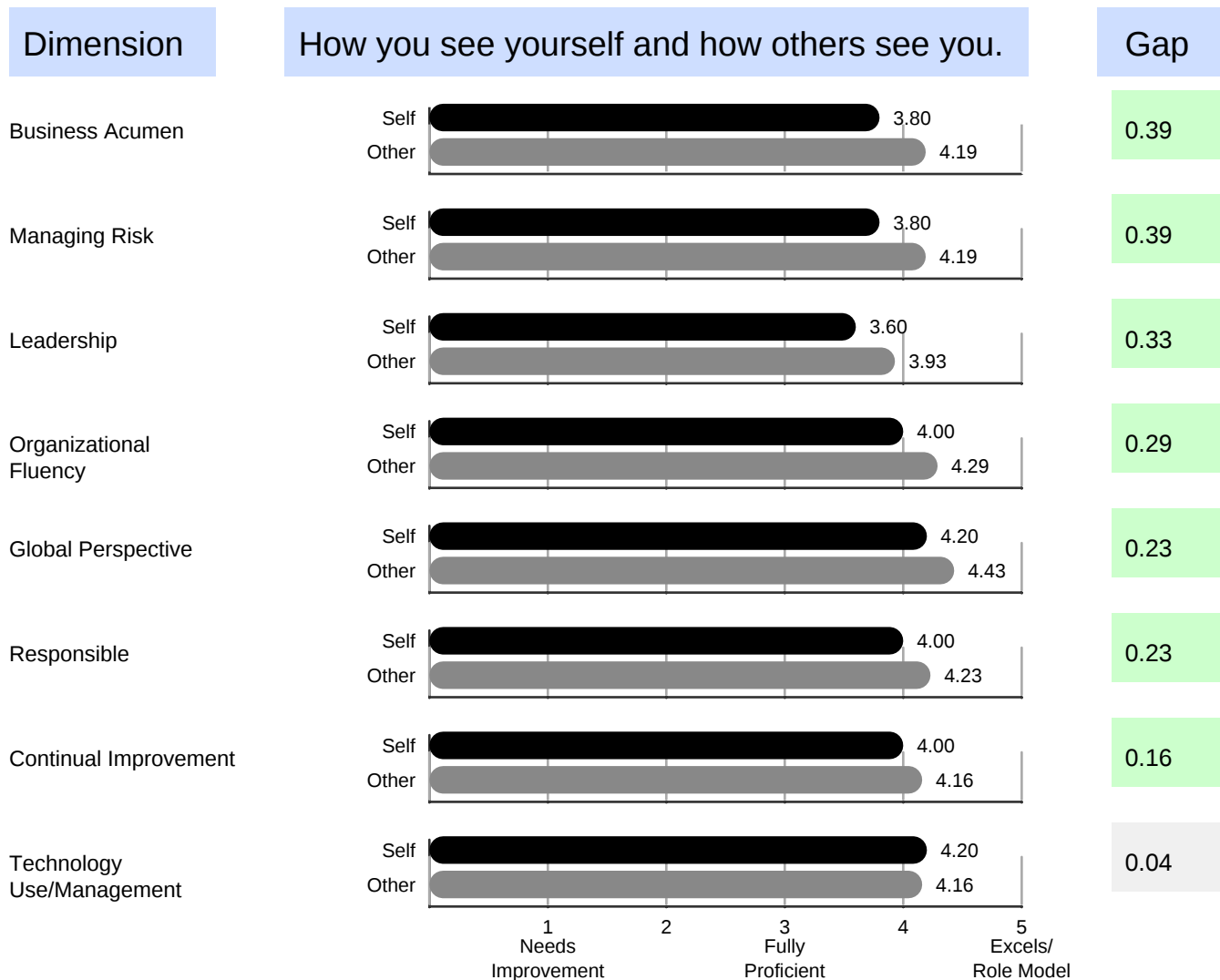
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 8 major dimensions of leadership.

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.



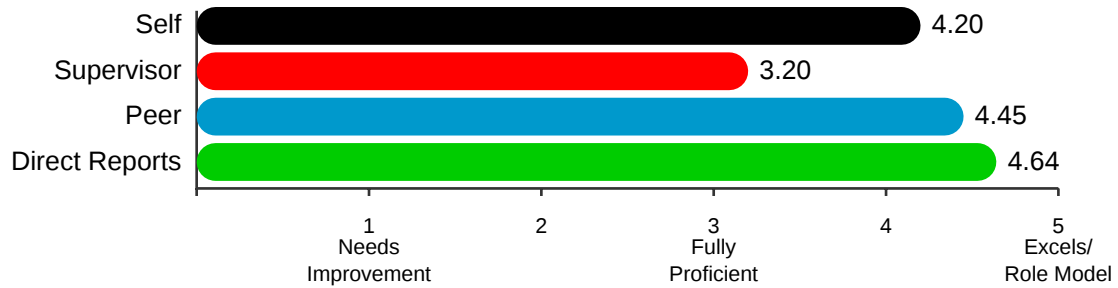
Gap Analysis

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.



Global Perspective

Summary Scores



1. Comfortable using teleconferencing equipment to facilitate meetings with others abroad.



2. Considers customers point of view when making decisions.



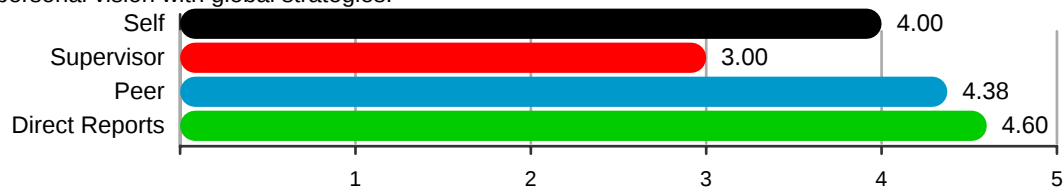
3. Exemplifies the skills of a global worker.



4. Understands how cultures differ and how these differences impact work behavior.



5. Aligns personal vision with global strategies.



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).

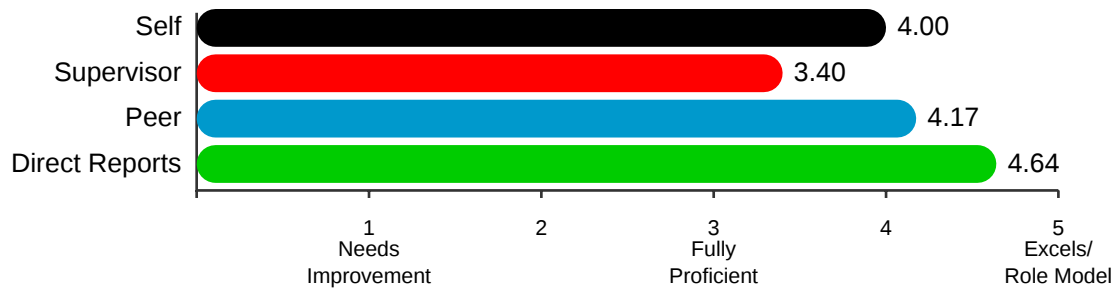
Item	n	Avg	LOA	Needs Improvement	Fully Proficient	Excels/ Role Model
1. Comfortable using teleconferencing equipment to facilitate meetings with others abroad.	15	4.20	93.3	7%	67%	27%
2. Considers customers point of view when making decisions.	15	4.87	100.0	13%	87%	
3. Exemplifies the skills of a global worker.	15	4.27	93.3	7%	60%	33%
4. Understands how cultures differ and how these differences impact work behavior.	15	4.40	86.7	13%	33%	53%
5. Aligns personal vision with global strategies.	15	4.33	93.3	7%	53%	40%

Comments:

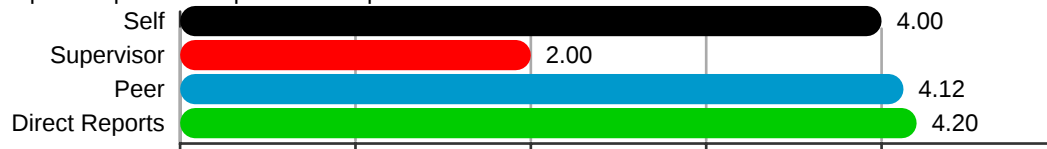
- ___ has continued to have some bumps this year along the lines of teamwork and collaboration.
- ___ excels at customer service and keeping our team focused on the customer.
- I like it when a supervisor checks-in with me on my work progress and takes the time to review my work(which ___ does and excellent job of). But when the opportunity arises, sometimes I like it when a supervisor takes the time to sit down with me on a project and workside-by-side to get to a solution.
- ___ is an excellent manager, our dept.is a good place to work with her as a boss
- She is a real advocate for the customers. Excellent department and computer skills
- She is very relatable and I believe it helps with the initial contact with the prospects.

Organizational Fluency

Summary Scores



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



7. Understands departmental policies and procedures.



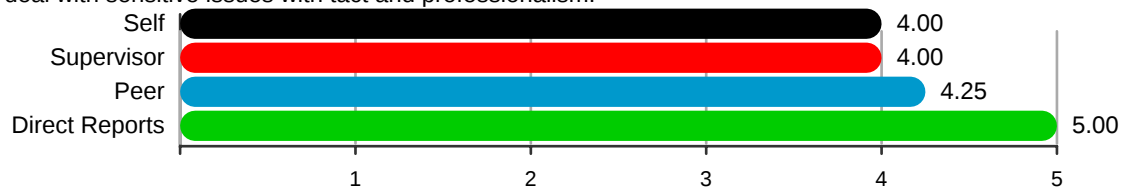
8. Effective in communicating with others within the organization.



9. Anticipates problems that may affect the department.



10. Able to deal with sensitive issues with tact and professionalism.



Level of Skill

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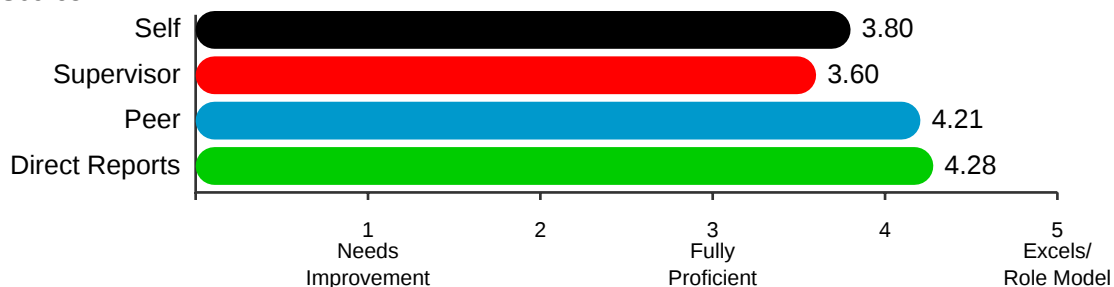
Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
6. Able to explain departmental policies and procedures to others.	15	4.00	80.0	7%	13%	53%	27%
7. Understands departmental policies and procedures.	15	4.07	80.0		20%	53%	27%
8. Effective in communicating with others within the organization.	15	4.33	93.3	7%	47%		47%
9. Anticipates problems that may affect the department.	15	4.47	93.3	7%	40%		53%
10. Able to deal with sensitive issues with tact and professionalism.	15	4.47	93.3	7%	40%		53%

Comments:

- One area of improvement that I have identified within the last year is improving my turnaround time on responses to emails, voicemails, and requests from my customers. This can be improved once leadership gaps are filled within [CompanyName] and my presence is no longer required in an operational role or I determine a way to obtain more support staff to work on contracts and compensation. This work requires research and dedicated time to produce accurate work.
- ___ has a calm and professional style.
- Having a routine for schedule and coming to office more frequently
- I've only had the pleasure of working with ___ for a short while but I have to say she is one of the most helpful people that I've run into at [CompanyName].
- ___ is a dynamic and busy individual. At times she over commits herself and then has to cancel her participation as she cannot be in two places at once. It can inadvertently give off the aura that she is not engaged in the project meeting that was missed.
- Consistently involves employees in shared decision-making to determine how to achieve outcomes.

Business Acumen

Summary Scores



11. Views problems from a business perspective, opportunity, investment, risks, and anticipated results



12. Establishes key performance indicators (KPIs) to measure progress and success.



13. Considers impact of actions on other areas of the organization.



14. Prioritizes risks based on an understanding of their possible impact to the company.



15. Able to correctly assess current/estimated valuations.



Level of Skill

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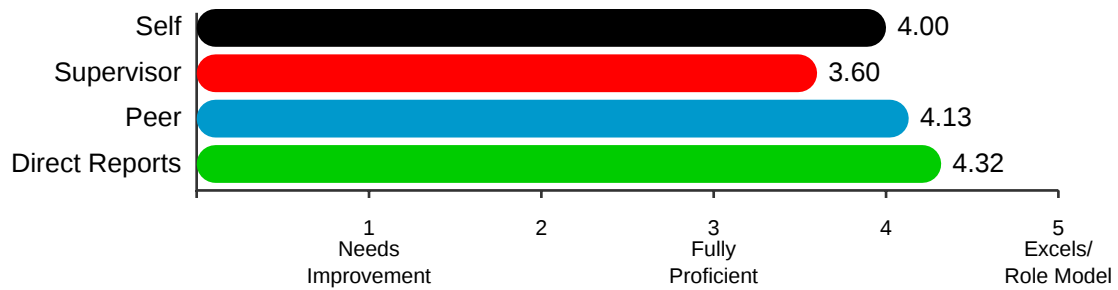
Item	n	Avg	LOA	Needs Improvement		Fully Proficient		Excels/ Role Model
11. Views problems from a business perspective, opportunity, investment, risks, and anticipated results	15	4.60	100.0		40%		60%	
12. Establishes key performance indicators (KPIs) to measure progress and success.	15	4.27	100.0		73%			27%
13. Considers impact of actions on other areas of the organization.	15	4.33	100.0		67%			33%
14. Prioritizes risks based on an understanding of their possible impact to the company.	15	3.93	73.3	27%		53%		20%
15. Able to correctly assess current/estimated valuations.	14	3.64	57.1	14%	29%	36%		21%

Comments:

- ___ always presents herself in the most professional manner.
- She has always encouraged others and provided tools for the employee to do so.
- ___ is very willing to involve employees and to delegate to others. She stretches others to increase their potential.
- I can't think of a single thing ___ could improve upon.
- Sometimes the desired outcomes and expectations are not clearly communicated.
- ___ is very knowledgeable, honest, and consistent in her leadership decisions.

Continual Improvement

Summary Scores



16. Analyzes processes to determine areas for improvement.



17. Promotes training and development opportunities to enhance job performance.



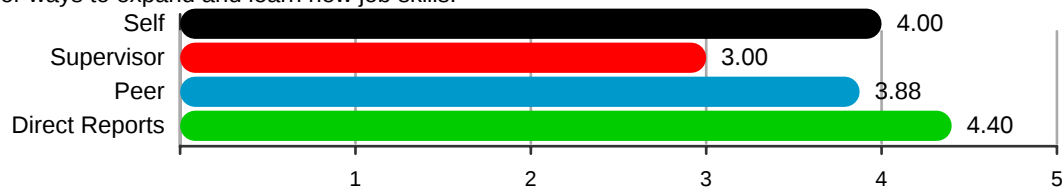
18. Open to the suggestions from others.



19. Looks for ways to expand current job responsibilities.



20. Looks for ways to expand and learn new job skills.



Level of Skill

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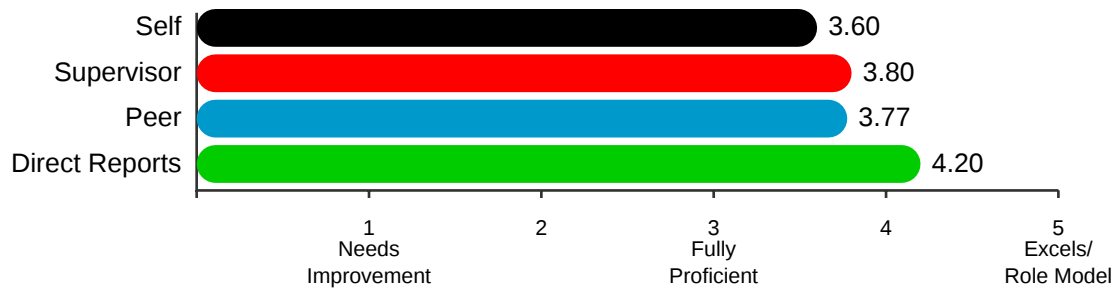
Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
16. Analyzes processes to determine areas for improvement.	15	4.33	86.7	13%	40%	47%	
17. Promotes training and development opportunities to enhance job performance.	15	4.27	93.3	7%	60%	33%	
18. Open to the suggestions from others.	14	4.00	92.9	7%	86%	7%	
19. Looks for ways to expand current job responsibilities.	14	4.14	85.7	7%	7%	50%	36%
20. Looks for ways to expand and learn new job skills.	15	4.00	66.7	7%	27%	27%	40%

Comments:

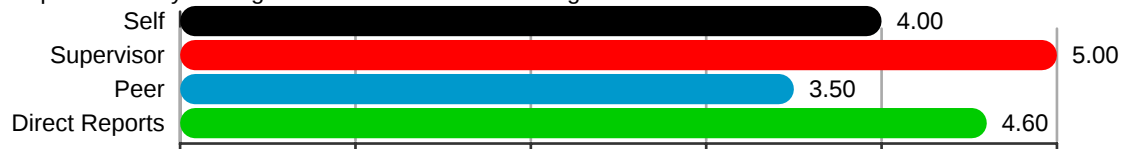
- She is well respected.
- Improve on providing feedback.
- ___ also gives us assignments that may not be one of our strengths, but challenges us to become stronger in those areas so that we may become a stronger individual as a whole.
- ___ handles financial resources very well, but employee time as a resource can be over-booked due to lack of prioritization from Leadership.
- Information is given concisely at meetings, and her explanations of all information is very clear.
- ___ encourages our staff to strive to be the best that we can be.

Leadership

Summary Scores



21. Defines requirements by issuing clear and concise orders or guidance.



22. Accepts responsibility for organizational performance.



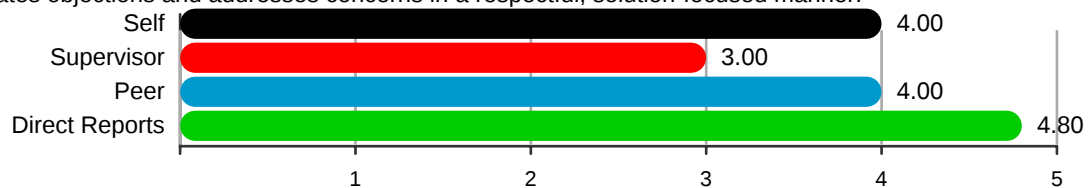
23. Creates opportunities for employees to lead projects, teams, or initiatives to build leadership capacity.



24. Assigns stretch goals that push employees to perform beyond current capabilities.



25. Anticipates objections and addresses concerns in a respectful, solution-focused manner.



Level of Skill

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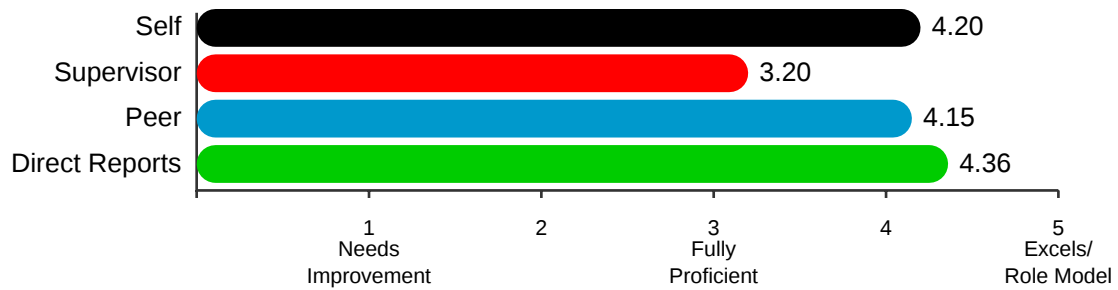
Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
21. Defines requirements by issuing clear and concise orders or guidance.	15	4.00	66.7	13%	20%	20%	47%
22. Accepts responsibility for organizational performance.	15	3.47	53.3	13%	33%	47%	7%
23. Creates opportunities for employees to lead projects, teams, or initiatives to build leadership capacity.	15	3.60	66.7	13%	20%	60%	7%
24. Assigns stretch goals that push employees to perform beyond current capabilities.	15	4.27	86.7	7%	7%	40%	47%
25. Anticipates objections and addresses concerns in a respectful, solution-focused manner.	15	4.20	80.0	7%	13%	33%	47%

Comments:

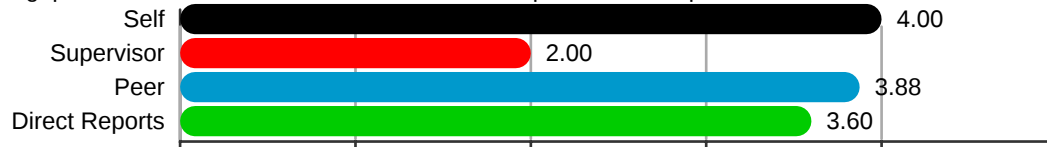
- She always takes the time to listen to all of us and never gives you the impression that she's rushing you. She doesn't dismiss any issues you bring to her, no matter how small. Any time you need to talk to her, you know that she will really HEAR YOU!
- ___ is a high performer, yet she is also self-aware, and is constantly challenging herself and her coworkers to improve.
- I honestly cannot think of anything to recommend that would help her to improve at this point.
- ___ has been able to provide her staff the support and encouragement needed for their professional growth, this has benefited the whole team.
- ___ eagerly attends any Core Competency training that is offered and is quick, but thoughtful in working to implement what she has learned while leading her team-in other words she does not implement continuous improvement strategies independently.
- I really appreciate her as a member of the team.

Technology Use/Management

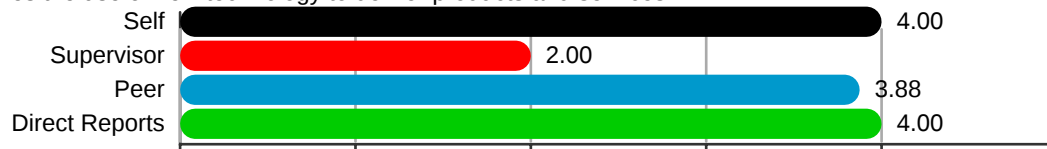
Summary Scores



26. Identifies gaps between actual and needed technical competencies and provides recommendations for required training.



27. Maximizes the use of new technology to deliver products and services.



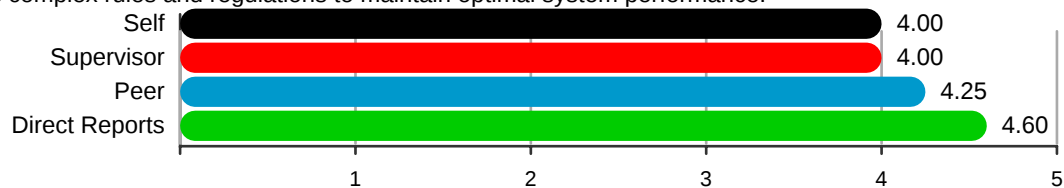
28. Uses technology in decision making and problem solving.



29. Understands and is committed to implementing new technologies.



30. Applies complex rules and regulations to maintain optimal system performance.



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).

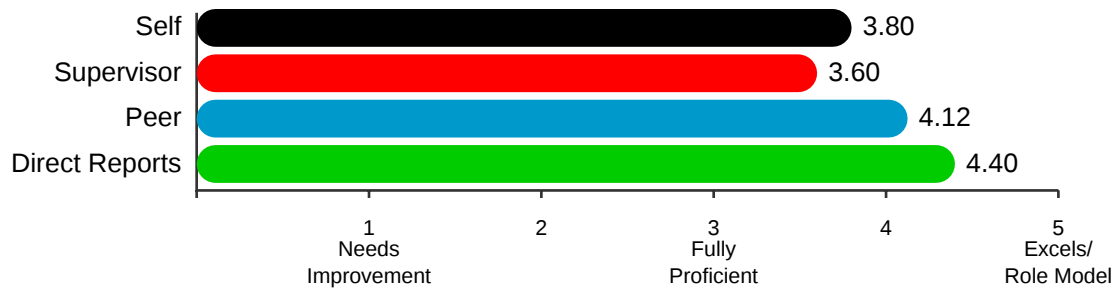
Item	n	Avg	LOA	Needs Improvement		Fully Proficient		Excels/ Role Model
26. Identifies gaps between actual and needed technical competencies and provides recommendations for required training.	15	3.67	66.7	20%	13%	47%		20%
27. Maximizes the use of new technology to deliver products and services.	15	3.80	73.3	20%	7%	47%		27%
28. Uses technology in decision making and problem solving.	15	4.33	86.7	13%		40%		47%
29. Understands and is committed to implementing new technologies.	15	4.67	100.0			33%		67%
30. Applies complex rules and regulations to maintain optimal system performance.	15	4.33	100.0			67%		33%

Comments:

- I think ___ is doing a wonderful job in her new role here at this [CompanyName]. She has quickly become a vital part of the team. She is about to take on an even bigger role in the coming months and I think that she will demonstrate that she is very capable leader. I am glad that she has joined us.
- She was wonderful to work with, and I have a great deal of confidence and trust in her as a professional, a leader, and a colleague.
- ___ is a role model for development of professional relationships and respects the viewpoints of others demonstrated by her open communication style and ability to tactfully move through difficult communications.
- The department is lucky to have her.
- Our team has gone through a lot of changes in the last year and ___ has demonstrated her ability to lead our team through challenges and to place employees in roles they will be successful in.
- ___ is creative and has great ideas and she's quick to implement her ideas; which leads to change. Change is good, and to help us successfully implement ideas, it would be helpful to take a moment to assess if everyone has a clear understanding of the change. The team has a heavy workload, and it is challenging to focus on change while maintaining focus and quality of work on projects.

Managing Risk

Summary Scores



31. Is aware of the financial implications of certain risks.



32. Implements strategic risk management in an objective and tactical way.



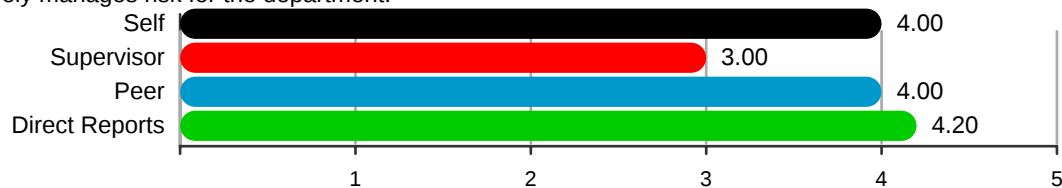
33. Integrates risk management processes, data, and analytics across the company.



34. Uses risk management to remain in compliance with regulations.



35. Effectively manages risk for the department.



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).

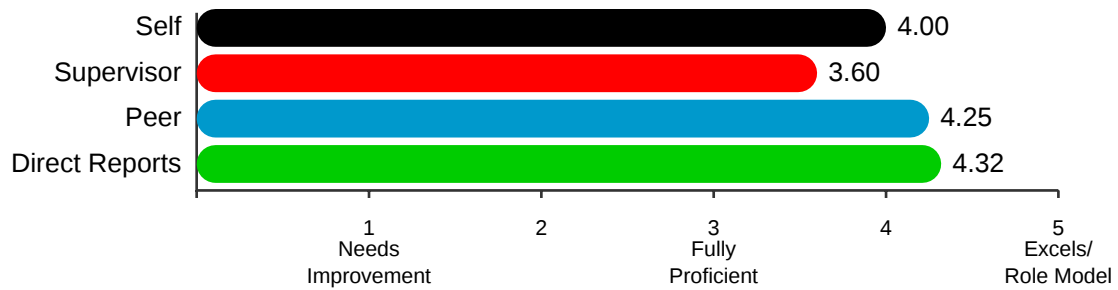
Item	n	Avg	LOA	Needs Improvement	Fully Proficient	Excels/ Role Model
31. Is aware of the financial implications of certain risks.	15	4.07	80.0	20%	53%	27%
32. Implements strategic risk management in an objective and tactical way.	15	4.47	100.0	53%	47%	
33. Integrates risk management processes, data, and analytics across the company.	15	4.13	80.0	20%	47%	33%
34. Uses risk management to remain in compliance with regulations.	15	4.13	86.7	13%	60%	27%
35. Effectively manages risk for the department.	15	4.00	80.0	20%	60%	20%

Comments:

- I believe she would be well-served by spending a little more time on the product in her areas of responsibility.
- ___ has made good judgements in hiring top notch employees.
- 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.
- I do not have much insight into her leadership effectiveness, as I rarely see her with her staff. My interactions with her and her team are generally separate meetings. She presents herself well to other leaders in the organization.
- I will always welcome ___'s direct, honest, caring feedback.
- ___ is very approachable and always willing to listen.

Responsible

Summary Scores



36. Is a person you can trust.



37. ...takes personal responsibility for results.



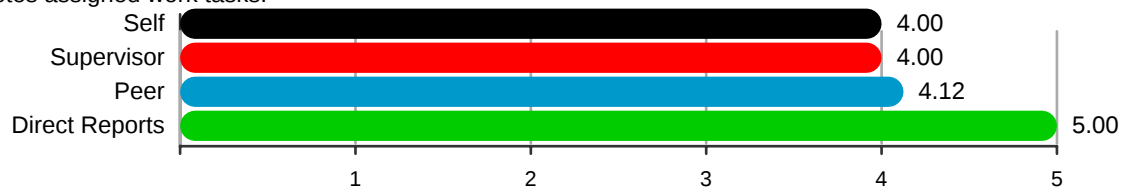
38. Sets high personal standards of performance.



39. Sets a good example



40. Completes assigned work 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 (Needs Improvement) to green (Excels/ Role Model).

Item	n	Avg	LOA	Needs Improvement		Fully Proficient		Excels/ Role Model
36. Is a person you can trust.	15	4.33	100.0			67%		33%
37. ...takes personal responsibility for results.	15	3.93	80.0	13%	7%	53%		27%
38. Sets high personal standards of performance.	15	4.27	86.7	13%		47%		40%
39. Sets a good example	15	4.13	86.7	13%		60%		27%
40. Completes assigned work tasks.	15	4.40	93.3	7%		47%		47%

Comments:

- She won't settle for less.
- ___ is reliable and effective communicator. She has done a great job in taking the team to better organization and follow through...executing on the many plans from service lines and throughout the system.
- I think ___ consistently involves Angela in shared decision-making but I don't know about the rest of us.
- She is a strong leader complemented with sound judgement
- ___ is fully on board with engaging our staff in continuing improvements. I can see great improvements in team development.
- ___ is a supervisor role model and I have grown immensely under her leadership and because of her honest, valuable feedback!

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?

- ___ has demonstrated the ability to manage significant changes in her area with great skill.
- I am so proud of her for going for her Masters's degree. I consider it an honor to have her as my manager.
- I think ___ could provide more leadership to our organization in its desire to sustain a high level of engagement if we empower her and are willing to follow.
- Team-oriented and goal focused. Shows continuous desire for improvement.
- She leads by example, not reputation.
- Delegates often with little to no direction.

What do you like best about working with this individual?

- ___ takes the time to understand her team and the strengths that each team member brings to the organization.
- She often will say she doesn't need the details or that she already knows and doesn't need an explanation.
- ___ does an excellent job as a leader. She has been presented with many challenges in the last year and has remained positive for her staff.
- ___'s daily approach to work demonstrates a high level of professionalism and commitment to evidence-based practice and research.
- ___'s technical skills have been improving steadily, but should focus on continual learning and involved content experts where necessary.
- ___ is by far a leader in the service area.

What do you like least about working with this individual?

- ___'s daily approach to work demonstrates a high level of professionalism and commitment to evidence-based practice and research.
- She always takes the time to listen to all of us and never gives you the impression that she's rushing you. She doesn't dismiss any issues you bring to her, no matter how small. Any time you need to talk to her, you know that she will really HEAR YOU!
- Attitude and willingness to pitch in. Highly capable to take on tasks and run with them.
- ___ exceeds all expectations in all aspects of her job and the jobs of others when helping on the floor.
- ___ is very willing to involve employees and to delegate to others. She stretches others to increase their potential.
- Has a "go getter" attitude!

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

- There are a lot of great features this system has to offer and ___ has challenges at times.
- I am glad ___ was chosen to step in and take lead of [CompanyName]. She uses good judgment and makes the right decisions, even when they are difficult.
- Willingness to pitch in, desire to grow, and a great attitude.
- Could benefit from increasing awareness on how much influence they have on the department.
- She has used her Core Competency learnings this well this year, and is an inspiration for others to adapt to the Organizational Competency ideals.
- She is doing great work with the CCO. The role of COO is new at [CompanyName] and needs better definition over the long pull.

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

- She leads by example, not reputation.
- Excellent leader, great vision, intelligent, friendly, articulate, understanding and easy to talk to. There are managers and there are leaders, ____ fits the leadership role well.
- ____ defines outcomes clearly and sets expectations/timelines with regards to results. She facilitates conversations that include shared decision making and encourages collaboration and teamwork throughout the organization. She is very customer and system focused.
- She has provided training and projects for the billing staff so that they will be confident when working with operations staff. The goal is for billing staff to be able to support operations staff in their efforts to reduce mistakes on the front end and to tackle difficult customer questions.
- Not many people can be as well rounded, as these qualities require completely different skill sets.
- We are striving to meet best practice standards.

Any final comments?

- She has made my job so much easier just having her in the facility and present to field questions/work related issues.
- She has a calm demeanor and willingness to help with anything.
- ____ manages quite effectively by allowing her supervisors to manage the day to day operations rather than doing it for them.
- As mentioned above, good collaboration.
- ____ does a good job of mentoring and developing her team and capitalizing on the talent of each individual.
- ____ has fallen into a routine between the two offices and is making a much more routine appearance at the North office. This has helped out a lot too with continued improvement on communication! ____ has been a great addition to our team!