



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.

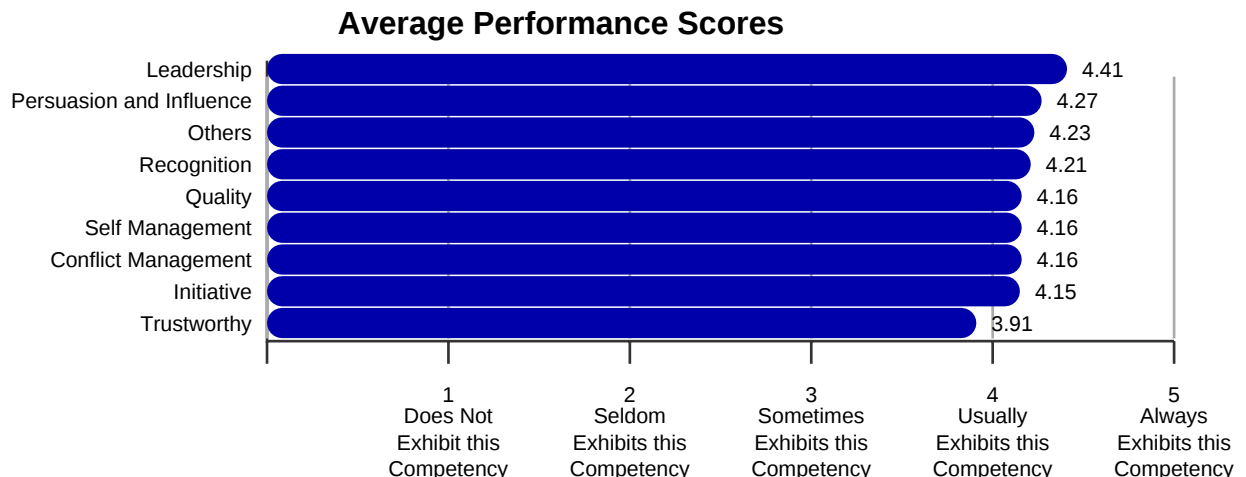
What to Do with Your Feedback

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

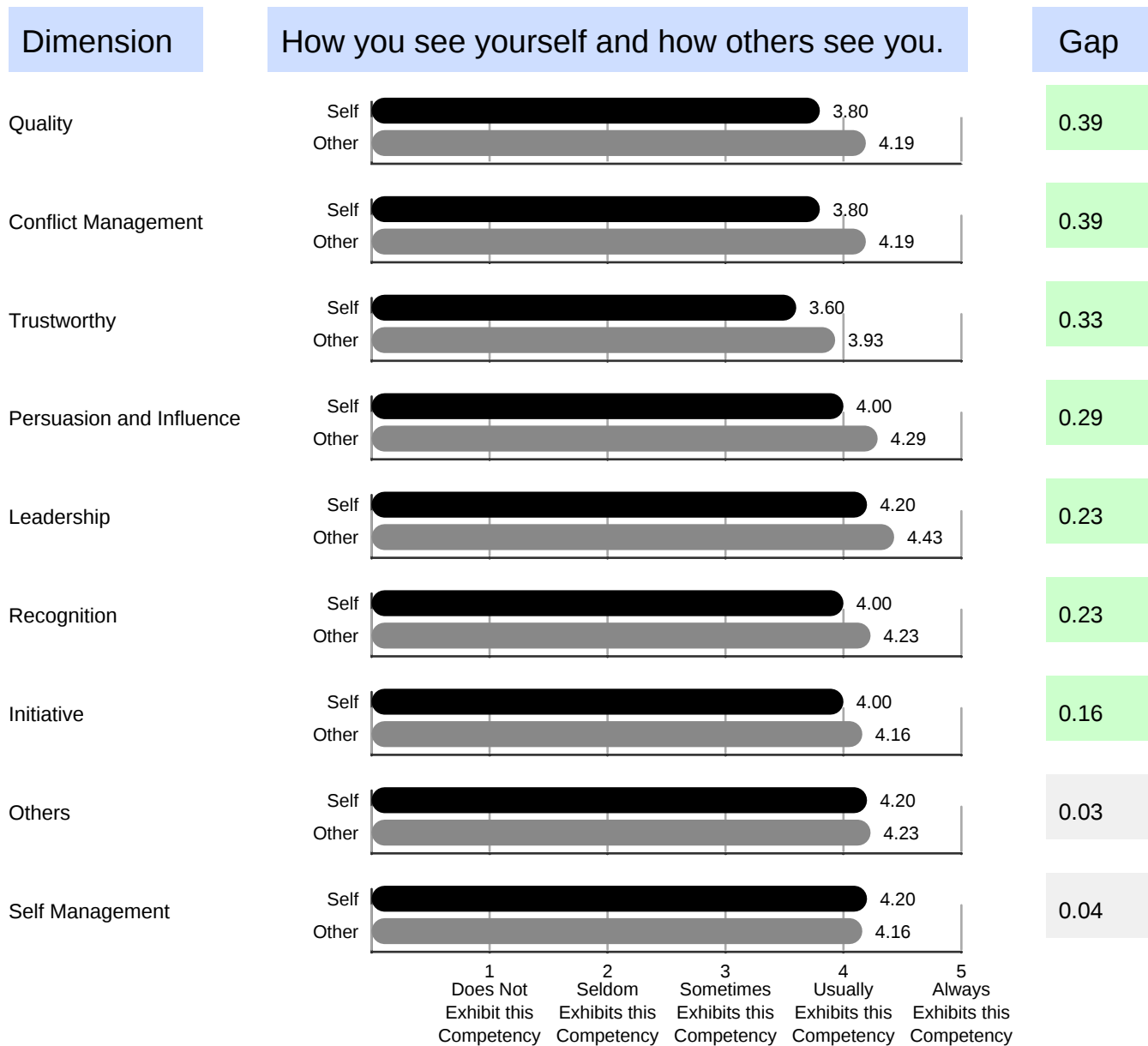
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 9 major dimensions of leadership.

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.



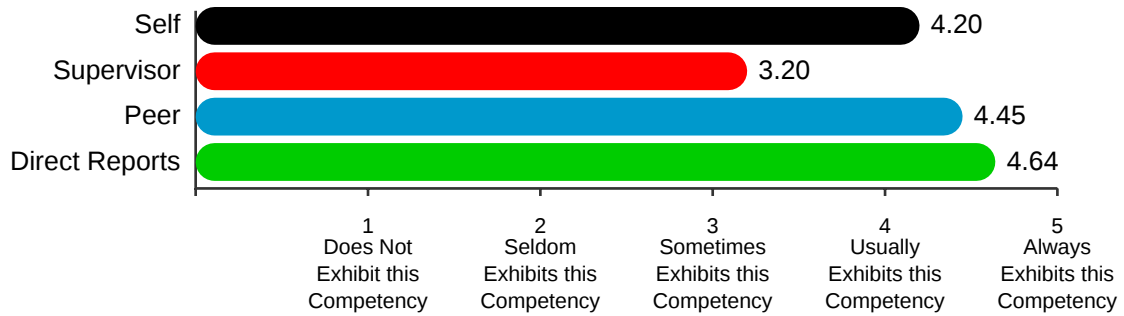
Gap Analysis

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.



Leadership

Summary Scores



1. Gives inspiring presentations or discussions.



2. Says "no" to strategies that will detract from the organization's objectives.



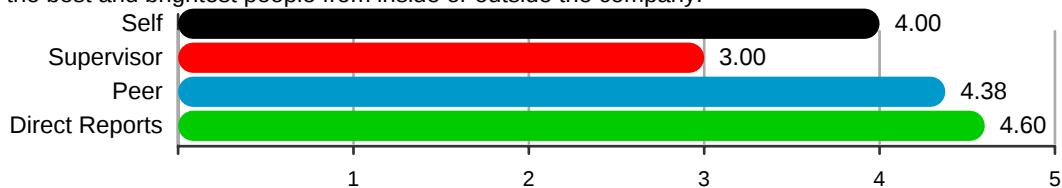
3. Coaches others and prepares them for current and future business demands.



4. Sets goals and objectives that exceed those of peers or team members.



5. Selects the best and brightest people from inside or outside the company.



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).

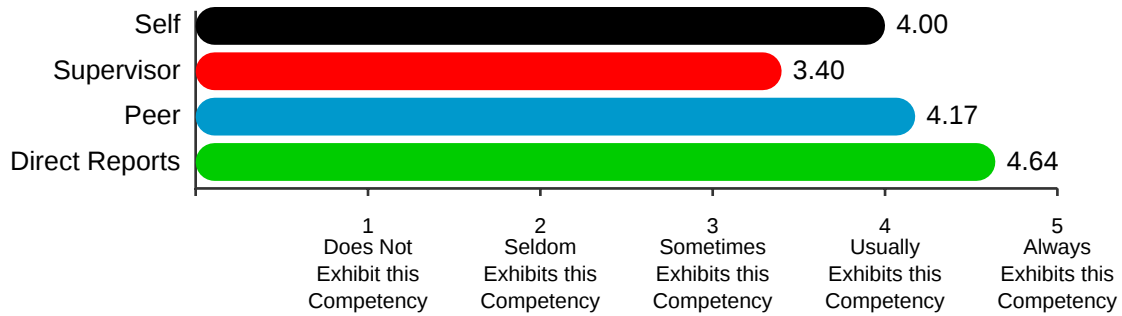
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
1. Gives inspiring presentations or discussions.	15	4.20	93.3	7%		67%		27%
2. Says "no" to strategies that will detract from the organization's objectives.	15	4.87	100.0	13%		87%		
3. Coaches others and prepares them for current and future business demands.	15	4.27	93.3	7%		60%		33%
4. Sets goals and objectives that exceed those of peers or team members.	15	4.40	86.7	13%	33%		53%	
5. Selects the best and brightest people from inside or outside the company.	15	4.33	93.3	7%		53%		40%

Comments:

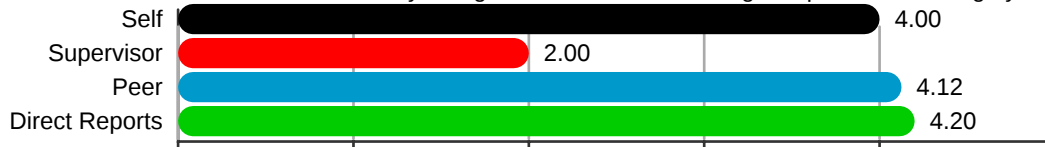
- He will sit down with all parties involved before he makes a decision.
- Is always available to assist with issues, all scopes business or personal.
- He correctly sets limits, and expectations of his managers.
- He has never said he was too busy for me or stated come back later. I think [CompanyName] is very lucky to have him as a manager.
- I appreciate that my leader keeps his focus on the customer while displaying two invaluable traits for an executive leader: courage and conviction.
- Thoroughness, accuracy, professionalism.

Persuasion and Influence

Summary Scores



6. Stays focused on evidence even in emotionally charged discussions, modeling composure and integrity.



7. Effectively communicates a point of view.



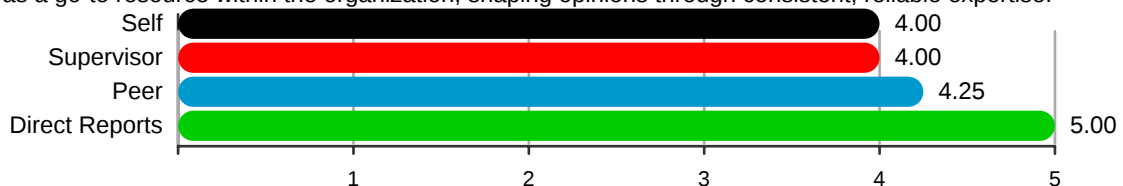
8. Earns the respect of employees by consistently doing what they ask of others - modeling the behavior they wish to see.



9. Exposes employees to new information, observations, or experiences to influence their thinking.



10. Serves as a go-to resource within the organization, shaping opinions through consistent, reliable expertise.



Level of Skill

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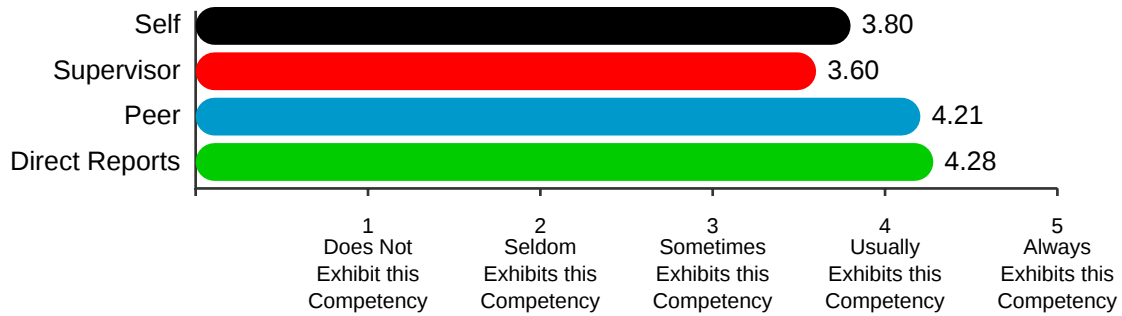
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
6. Stays focused on evidence even in emotionally charged discussions, modeling composure and integrity.	15	4.00	80.0	7%	13%	53%	27%	
7. Effectively communicates a point of view.	15	4.07	80.0		20%	53%	27%	
8. Earns the respect of employees by consistently doing what they ask of others - modeling the behavior they wish to see.	15	4.33	93.3	7%	47%	47%		
9. Exposes employees to new information, observations, or experiences to influence their thinking.	15	4.47	93.3	7%	40%	53%		
10. Serves as a go-to resource within the organization, shaping opinions through consistent, reliable expertise.	15	4.47	93.3	7%	40%	53%		

Comments:

- He routinely demonstrates professionalism and his priority for service which is a model example for others.
- This year _____ was responsible for hiring the line staff. Throughout this process he engaged his management team, staff and team members to ensure the right candidate was picked.
- _____ tends to hold things tight. I would like to see his allow staff more participation and use their knowledge as a resource. Not only would this free up some of his time but encourage staff growth.
- Large diverse group of staff that requires a lot of patience and communication. I believe that I do this very well. Exceeded budget expectations during last fiscal year by approximately a large amount.
- He keeps focused on things that are important for his department to run smoothly.
- 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.

Quality

Summary Scores



11. Makes sure cleanliness standards are met to reduce the possibility of contamination.



12. Takes preventative measures to address quality issues before they escalate.



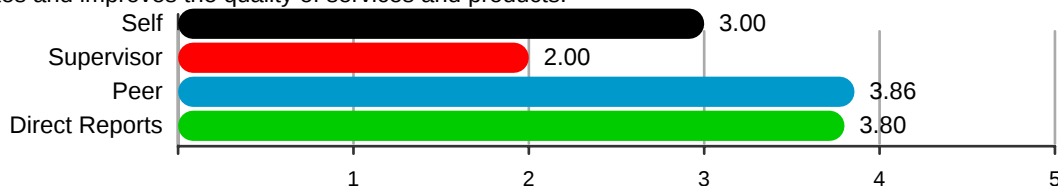
13. Able to anticipate quality issues and take preventative actions.



14. Develops measures of the success of quality initiatives.



15. Evaluates and improves the quality of services and products.



Level of Skill

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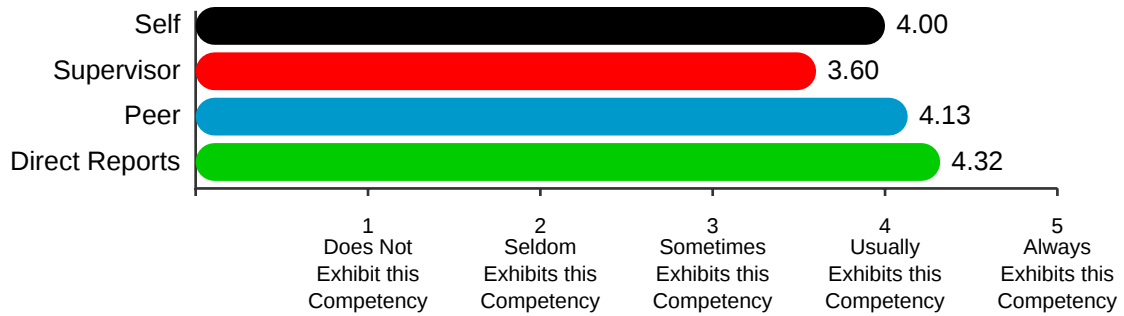
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
11. Makes sure cleanliness standards are met to reduce the possibility of contamination.	15	4.60	100.0			40%	60%	
12. Takes preventative measures to address quality issues before they escalate.	15	4.27	100.0			73%		27%
13. Able to anticipate quality issues and take preventative actions.	15	4.33	100.0			67%	33%	
14. Develops measures of the success of quality initiatives.	15	3.93	73.3		27%	53%		20%
15. Evaluates and improves the quality of services and products.	14	3.64	57.1	14%	29%		36%	21%

Comments:

- _____ is a great leader and understands when he is needed the most. He is fair in his changes and tries his hardest to be equal to everyone.
- He also does a good job of seeking out talent within our organization and making the best use of our current employees' strengths.
- I know I can always count of _____ to offer his true opinion and be supportive in any efforts or initiatives I'm passionate about.
- _____ is very clear about his expectations and I appreciate this.
- _____ is very approachable for all departmental staff. He maintains a professional yet personable attitude at all times.
- _____'s style of leading a team is both refreshing and different than what I have experienced in the past.

Initiative

Summary Scores



16. Takes actions without having to be told to do so.



17. When working on a problem in a team, they are often the first to suggest possible solutions.



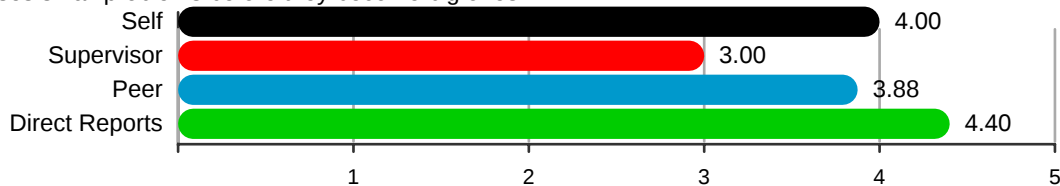
18. Immediately informs the supervisor of any critical incidents.



19. Is proactive when preparing for potential problems or critical events.



20. Addresses small problems before they become big ones.



Level of Skill

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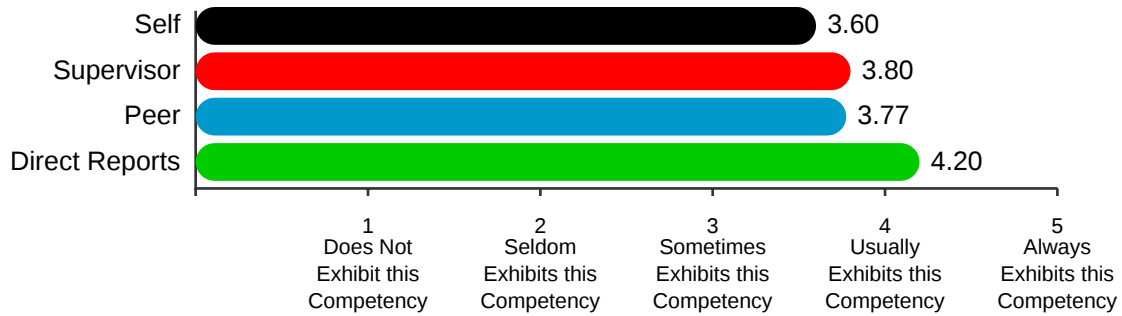
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
16. Takes actions without having to be told to do so.	15	4.33	86.7	13%		40%	47%	
17. When working on a problem in a team, they are often the first to suggest possible solutions.	15	4.27	93.3	7%		60%	33%	
18. Immediately informs the supervisor of any critical incidents.	14	4.00	92.9	7%		86%		7%
19. Is proactive when preparing for potential problems or critical events.	14	4.14	85.7	7%	7%	50%		36%
20. Addresses small problems before they become big ones.	15	4.00	66.7	7%	27%	27%		40%

Comments:

- _____ stays focused on ways we can partner with departments throughout the organization to support our customers, service lines, and staff. Recently, _____ re-evaluated the positions in our office to realign the job duties with team members' strengths, as well as priorities for the office.
- I think _____ has improved in his communication style and leadership style. Where I would suggest improvement is he can escalate at times which tends to shut down team communication. Staff and managers are reluctant to speak up and make sure they understand or are clear on what is needed.
- It's been a pleasure to work for him.
- Strength is in embracing diversity by being open to opposing perspectives or viewpoints. Sometimes this leads to weak communication of expectations to entire team as some understand while others do not the issues or developments that are occurring.
- He always responds in a timely manner and stays organized.
- _____ is very adept at thinking and leading in Core Competency style and terms. He practices what [CompanyName] preaches.

Trustworthy

Summary Scores



21. Demonstrates a sense of responsibility and commitment to public trust.



22. Takes care to maintain confidential information.



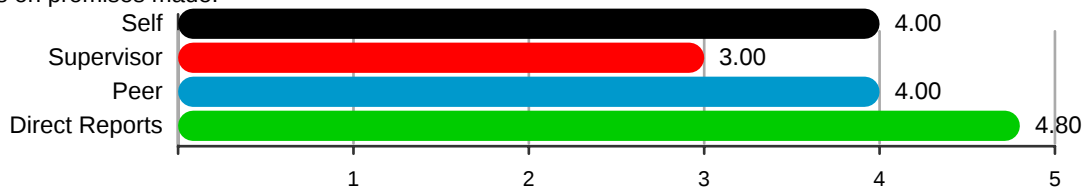
23. Consistently keeps commitments.



24. Communicates an understanding of the other person's interests, needs and concerns.



25. Delivers on promises made.



Level of Skill

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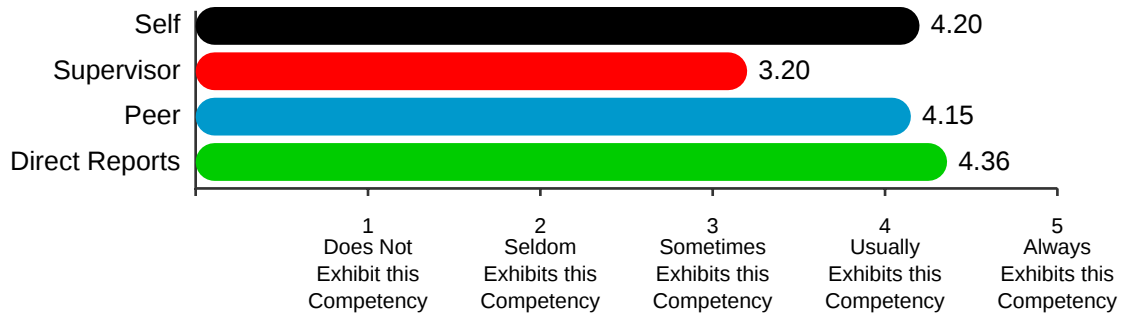
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
21. Demonstrates a sense of responsibility and commitment to public trust.	15	4.00	66.7	13%	20%	20%	47%	
22. Takes care to maintain confidential information.	15	3.47	53.3	13%	33%	47%	7%	
23. Consistently keeps commitments.	15	3.60	66.7	13%	20%	60%	7%	
24. Communicates an understanding of the other person's interests, needs and concerns.	15	4.27	86.7	7%	7%	40%	47%	
25. Delivers on promises made.	15	4.20	80.0	7%	13%	33%	47%	

Comments:

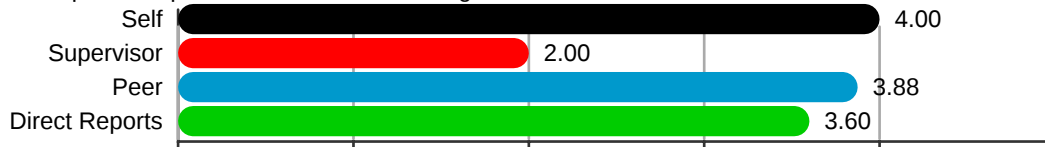
- I have truly appreciated his guidance.
- _____ does a great job in letting me know what is expected. He holds regular meetings to keep me on track and is helping to mentor me in my new role.
- _____ has made a lot of headway in transforming his team this last year. A number of changes to structure and job descriptions have been made.
- He is strong in his convictions and does a good job at balancing the need for exceptional customer service and effectively running an organization.
- He encourages staff skill development and input to improve department processes
- He is admired for his desire to engage in opportunities to challenge himself professionally and seek continuous learning and growth opportunities.

Self Management

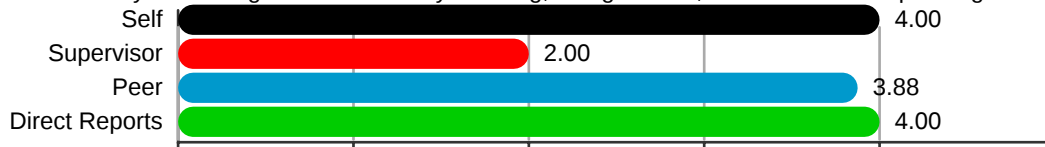
Summary Scores



26. Analyzes interpersonal problems instead of reacting to them.



27. Deals with conflict by controlling own emotions by listening, being flexible, and sincere in responding.



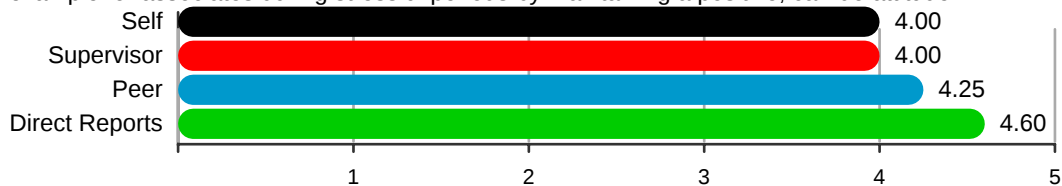
28. Steps away from a situation to process appropriate response.



29. Consciously controls own negative emotions in order to keep team morale up.



30. Sets an example for associates during stressful periods by maintaining a positive, can-do attitude.



Level of Skill

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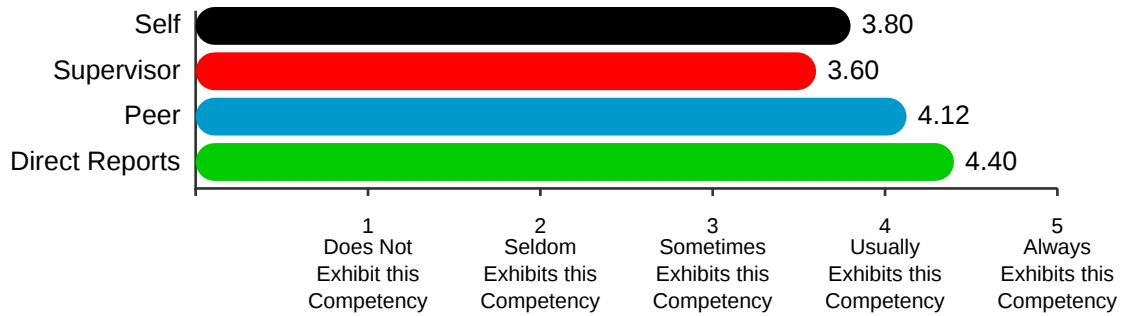
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
26. Analyzes interpersonal problems instead of reacting to them.	15	3.67	66.7	20%	13%	47%		20%
27. Deals with conflict by controlling own emotions by listening, being flexible, and sincere in responding.	15	3.80	73.3	20%	7%	47%		27%
28. Steps away from a situation to process appropriate response.	15	4.33	86.7	13%	40%		47%	
29. Consciously controls own negative emotions in order to keep team morale up.	15	4.67	100.0		33%		67%	
30. Sets an example for associates during stressful periods by maintaining a positive, can-do attitude.	15	4.33	100.0			67%		33%

Comments:

- _____ needs to remove himself from the day-to-day operations of the department and take a bigger picture role, not directing the actions of staff which doesn't give them the opportunity to understand the issues and develop approaches.
- _____ is a very good leader.
- He also seeks out varied viewpoints which helps ensure all perspectives are considered so the most effective decisions can be made.
- I feel _____ always has the customer's best interest at heart.
- _____ had a particularly challenging year with one individual. He remained professional and focused on making sure his customers were serviced despite the disruption caused by the staff member.
- _____ 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.

Conflict Management

Summary Scores



31. Explains rules for engagement.



32. Values the diverse perspectives of others.



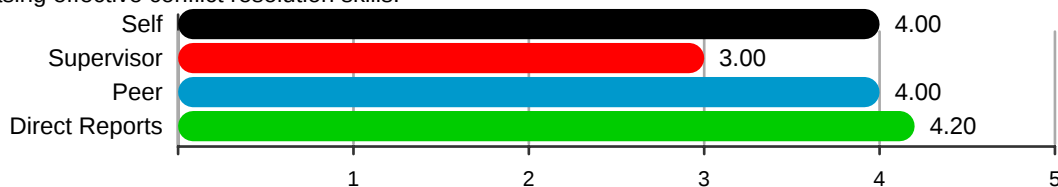
33. Seeks to achieve mutually acceptable outcomes.



34. Gathers patterns from conversations that inform broader organizational improvements.



35. Responds calmly and courteously to help de-escalate situations and lead to more productive and respectful dialogue showcasing effective conflict resolution skills.



Level of Skill

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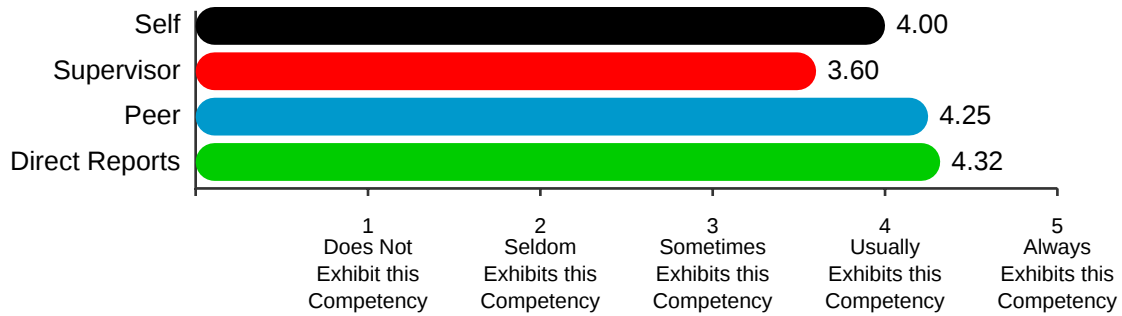
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
31. Explains rules for engagement.	15	4.07	80.0	20%		53%		27%
32. Values the diverse perspectives of others.	15	4.47	100.0		53%		47%	
33. Seeks to achieve mutually acceptable outcomes.	15	4.13	80.0	20%		47%		33%
34. Gathers patterns from conversations that inform broader organizational improvements.	15	4.13	86.7	13%		60%		27%
35. Responds calmly and courteously to help de-escalate situations and lead to more productive and respectful dialogue showcasing effective conflict resolution.	15	4.00	80.0	20%		60%		20%

Comments:

- _____ is a dynamic and busy individual. At times he over commits himself and then has to cancel his participation as he cannot be in two places at once. It can inadvertently give off the aura that he is not engaged in the project meeting that was missed.
- His confidence allows him to take on any task and also allows him to lead a team of leaders effectively.
- Over the past few months _____ has been creating a bridge between the billing staff and the operations departments.
- _____ is the best employee the department has employed.
- _____ is a good leader and delegates effectively. He provides clear expectations and deadlines and adequate support to complete tasks.
- _____ is very committed to finding and selecting an employee who will have the knoweldge, skills, expertise and passion to take our process improvement to the next level. His high standards for excellence are admirable and inspiring.

Recognition

Summary Scores



36. Accompanies recognition with specific examples of how the employee's work made a difference for the department/organization.



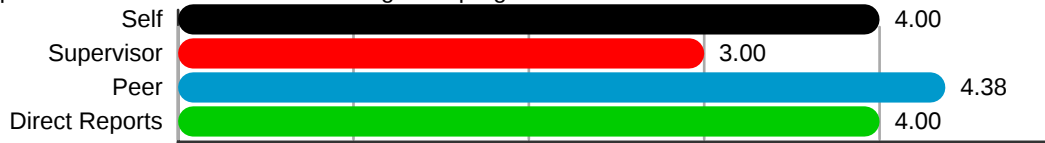
37. Lets employees know when they have done well



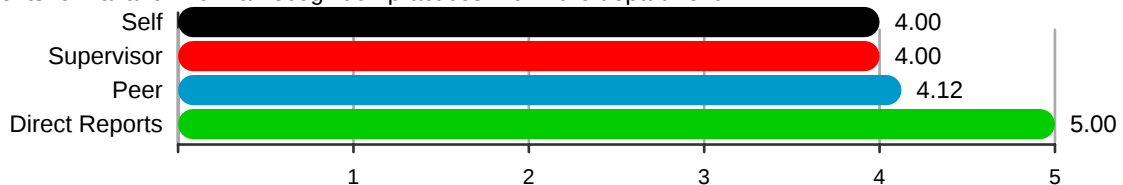
38. Develops recognition events that reward and motivate others.



39. Is transparent in communication about recognition programs and awards.



40. Implements formal and informal recognition practices within the department.



Level of Skill

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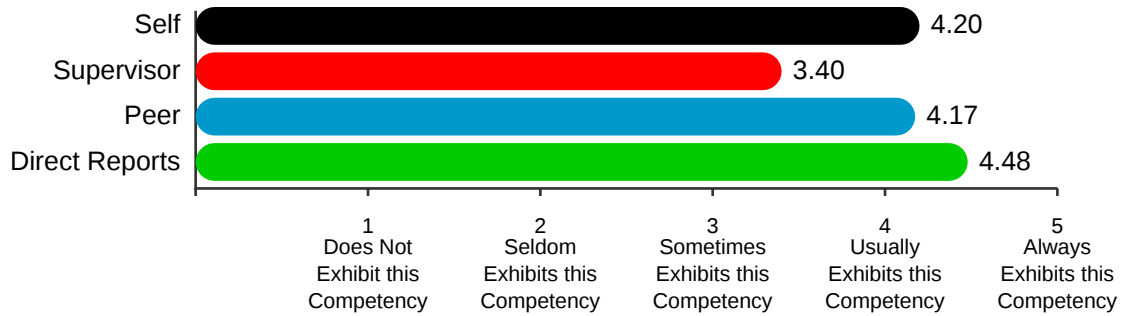
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
36. Accompanies recognition with specific examples of how the employee's work made a difference for the department/organization.	15	4.33	100.0			67%		33%
37. Lets employees know when they have done well	15	3.93	80.0	13%	7%	53%		27%
38. Develops recognition events that reward and motivate others.	15	4.27	86.7		13%	47%		40%
39. Is transparent in communication about recognition programs and awards.	15	4.13	86.7		13%	60%		27%
40. Implements formal and informal recognition practices within the department.	15	4.40	93.3	7%		47%		47%

Comments:

- _____ consistently asks how the day is going, if he can help us at all.
- He has the desire and effort to get it right and continuously improve self and culture.
- He involves our team and holds us accountable out of respect.
- I am very thankful for all the opportunities he has provided me and I have grown in my development under his guidance. A real asset to the organization.
- He is an excellent problem solver.
- He is very supportive of cross training and learning new skills.

Others

Summary Scores



41. Consistently demonstrates ability and willingness to trust others.



42. Works across boundaries within the organization.



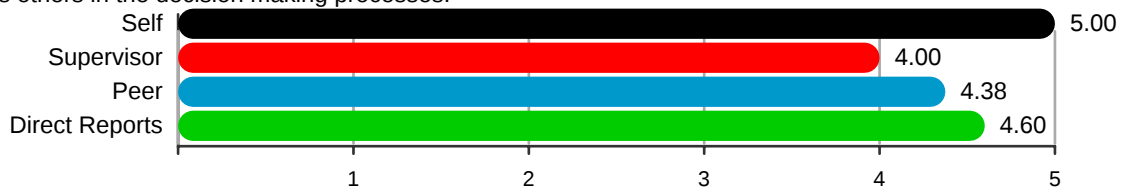
43. Forms working relationships with employees from other departments.



44. Helpful



45. Includes others in the decision making processes.



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
41. Consistently demonstrates ability and willingness to trust others.	15	4.33	93.3	7%		53%		40%
42. Works across boundaries within the organization.	15	4.20	80.0	20%		40%		40%
43. Forms working relationships with employees from other departments.	15	4.13	86.7	13%		60%		27%
44. Helpful	15	4.00	86.7	13%		73%		13%
45. Includes others in the decision making processes.	15	4.47	93.3	7%		40%		53%

Comments:

- _____ works very well with other departments.
- He is eager to learn and eager to share knowledge.
- Demonstrates a focus on the business goals through task prioritization.
- he is clear in defining his desired outcomes but would encourage following up and confirm that the staff/team have heard them.
- _____ is always willing and routinely seeks opportunities to work with other departments.
- _____ 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.

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?

- _____ is an excellent leader, sensitive, kind, compassionate, friendly and professional.
- He returns email, often within minutes of sending and although, his calendar is packed, somehow, he always makes time to support me and the needs of my department.
- By applying vision, strategy and activation in his day to day decisions he aspires us to be the best leaders we can be.
- He is respected for his ability to create a culture of continuous improvement as he encourages us as leaders to constantly improve what we're doing.
- I have observed that _____ has made some very good decisions with his leadership team this year. He values his team and sets clear expectations. He is a team player when working on projects or issues and he always responds promptly to requests for assistance.
- _____ has not been afraid to make difficult decisions to improve customer service. He is keenly aware of the strengths of those around him and ensures a good fit between demonstrated performance and tasks.

What do you like best about working with this individual?

- He has consistently been a strong advocate for me and my team.
- _____'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.
- _____'s leadership style and talent are a crucial contributor to the success of the Service Excellence Team. It is a privilege to be part of this team and the work that we do with the organization. I especially appreciate _____'s approachability. There is nothing off limits - honesty and open communication are expected and valued.
- Over the past few months _____ has been creating a bridge between the billing staff and the operations departments.
- Don't be afraid to ask questions when stuck on a task.
- I have observed that _____ has made some very good decisions with his leadership team this year. He values his team and sets clear expectations. He is a team player when working on projects or issues and he always responds promptly to requests for assistance.

What do you like least about working with this individual?

- He is an excellent problem solver.
- _____ is a reliable and valued colleague. He is collaborative, respectful and professional with his team members and customers outside the organization.
- _____ is a very effective leader and a role model for other leaders.
- _____ is collaborative in everything he does and inspires a collaborative approach in others.
- _____ is one of the most responsible and committed directors in the organization. He does an excellent job serving his customers and following up to make sure they are satisfied.
- _____ 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.

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

- Process improvements & Technical Skills go hand and hand - sometimes it is hard to have the processes changed when _____ has not fully done the processes. This makes the changes hard to the team without a full understanding of the steps that happen behind the scene. Communication skills: needs to focus on full team communication maybe via email or in writing at team meetings. sometimes information has been provided to one but not all or not passed on at all when thought it had been. Reliability has improved a lot over the past few months.
- _____'s goes above and beyond in the areas of Professional Growth and Professionalism.
- In one word I can summarize _____ in leadership skill. WOW!
- _____ needs no improvement
- _____ is consistently auditing different processes in the production line to improve satisfaction. The outcomes and expectations are clearly communicated to all staff.
- I would encourage him to rely on the documented minutes when he communicates decisions as a stop gap measure.

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

- Overall _____ is highly competent and brings a fresh perspective to the Engineering department.
- He holds everyone to such a high standard, you don't want to disappoint him.
- _____ has the ability to recognize an individuals talent and utilize their skills. He moves at a fast pace and oversee's a large volume of work/projects. To accomplish this he knows he needs a top notch team.
- _____ is a wonderful manager, he collaboratively with others, helping the staff with customer issues and providing feedback on a daily basis.
- Monitors the teams progress and adjusts the plan to ensure tasks are successfully completed.
- _____'s style of leading a team is both refreshing and different than what I have experienced in the past.

Any final comments?

- _____ always works toward what is best for [CompanyName] and his work with the CEO is a great example of high ethics and professionalism.
- _____ is aware that he can come off as intimidating, and recognizes that fact in certain instances.
- _____ is highly professional in his everyday work.
- _____ is a high performer, yet he is also self-aware, and is constantly challenging himself and his coworkers to improve.
- He has a keen ability to help staff look at situations from a different perspective to ensure staff are making informed decisions.
- _____ conducts himself with a high level of integrity and respects honesty and integrity in the people he works with.