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.

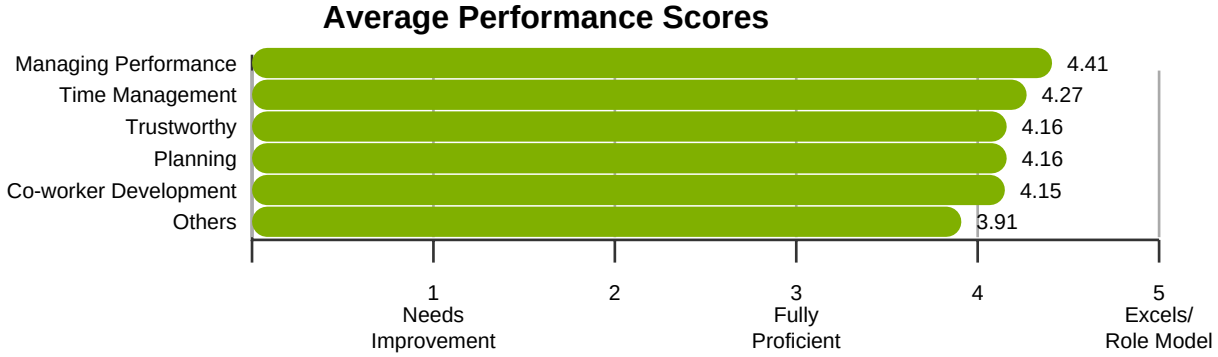
What to Do with Your Feedback

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

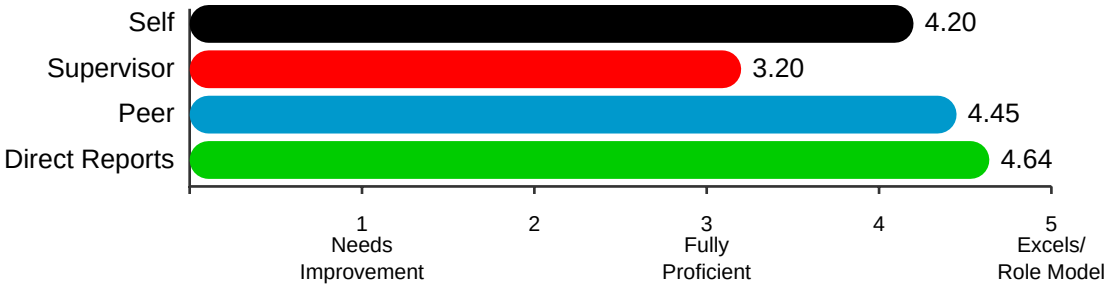
The following table graphically displays the "Gap," or difference between your average rating on each competency (labeled "Self") and the average score of all other respondents (labeled "Others") who provided you with feedback. This can help you identify blind spots, or areas where you were rated more 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.

Dimension	How you see yourself and how others see you.	Gap
Trustworthy		0.39
Others		0.33
Time Management		0.29
Managing Performance		0.23
Co-worker Development		0.16
Planning		0.04



Managing Performance

Summary Scores



1. Ensures employees understand their performance expectations.



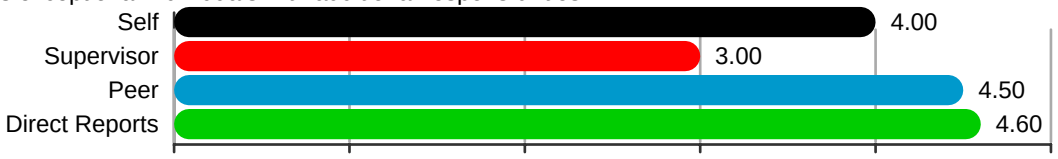
2. Administers the performance rewards program in a fair and equitable manner.



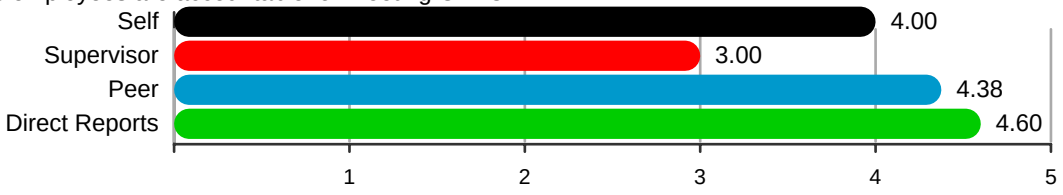
3. Is proactive in administering the rewards program.



4. Rewards exceptional individuals with additional responsibilities.



5. Ensures employees are accountable for meeting OKRs.



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).

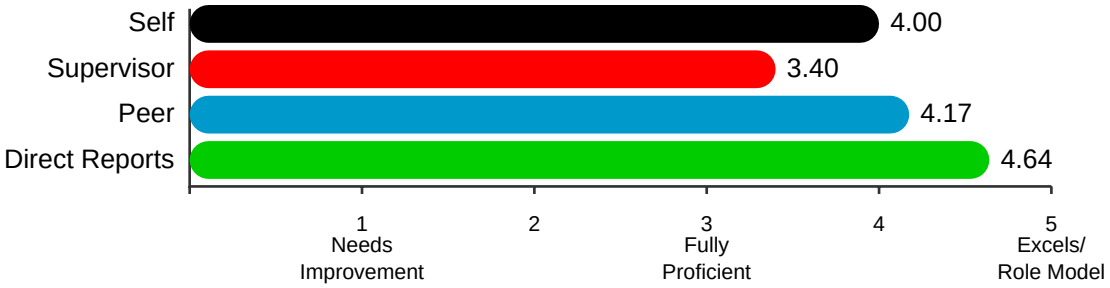
Item	n	Avg	LOA	Needs Improvement / Fully Proficient / Excels/ Role Model
1. Ensures employees understand their performance expectations.	15	4.20	93.3	7% / 67% / 27%
2. Administers the performance rewards program in a fair and equitable manner.	15	4.87	100.0	13% / 87%
3. Is proactive in administering the rewards program.	15	4.27	93.3	7% / 60% / 33%
4. Rewards exceptional individuals with additional responsibilities.	15	4.40	86.7	13% / 33% / 53%
5. Ensures employees are accountable for meeting OKRs.	15	4.33	93.3	7% / 53% / 40%

Comments:

- I believe _____ sets the bar for collaborative work and demonstrating team building. He is an exceptional peer and one who I enjoy working with.
- _____ has also come down to help our department when we have been very busy and needed help.
- Ready to tackle any given problem and help others finish 1st
- _____ 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 elses department, he is willing to help in any capacity he can to help reach goals.
- Great addition to our team!
- _____ 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!

Time Management

Summary Scores



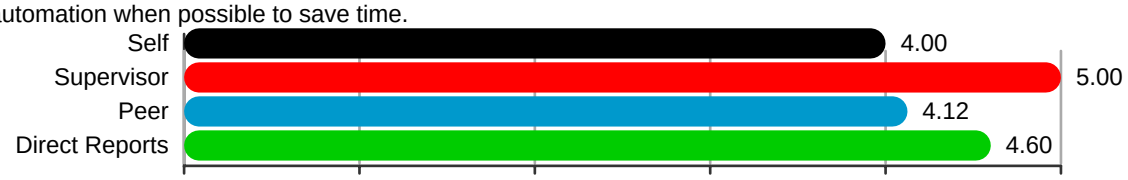
6. Effectively uses subordinates to help get more work done by the department.



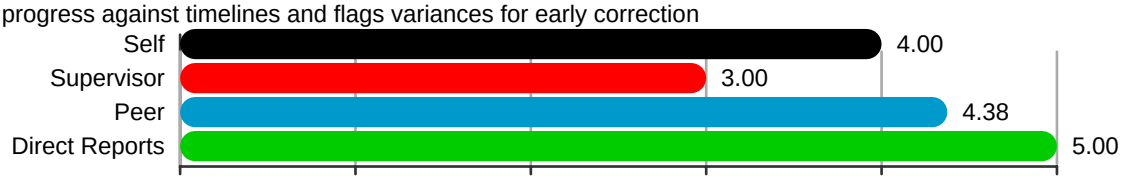
7. Uses time efficiently to achieve higher productivity.



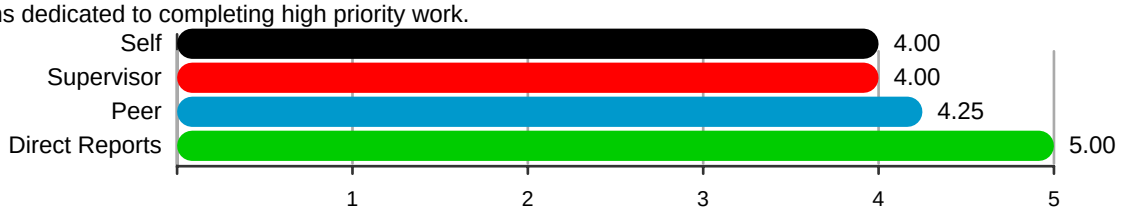
8. Uses automation when possible to save time.



9. Tracks progress against timelines and flags variances for early correction



10. Remains dedicated to completing high priority work.



Level of Skill

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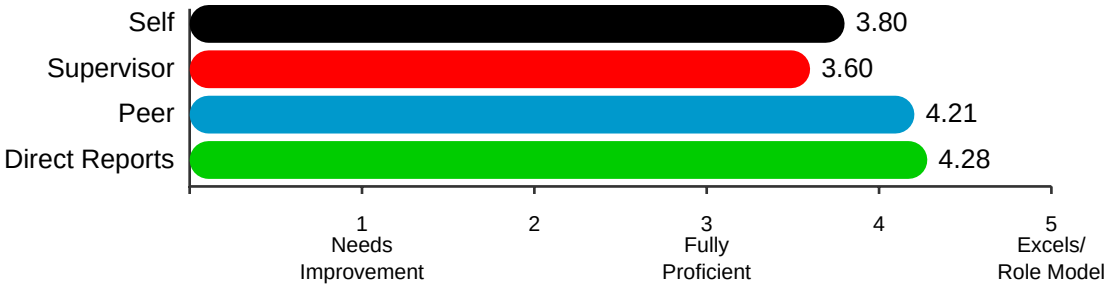
Item	n	Avg	LOA	Needs Improvement / Fully Proficient / Excels/ Role Model
6. Effectively uses subordinates to help get more work done by the department.	15	4.00	80.0	7% 13% 53% 27%
7. Uses time efficiently to achieve higher productivity.	15	4.07	80.0	20% 53% 27%
8. Uses automation when possible to save time.	15	4.33	93.3	7% 47% 47%
9. Tracks progress against timelines and flags variances for early correction	15	4.47	93.3	7% 40% 53%
10. Remains dedicated to completing high priority work.	15	4.47	93.3	7% 40% 53%

Comments:

- Occasionally there are opportunities for better matching employee strengths with staff assignments.
- _____ 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.
- _____ gives me feedback good and indifferent.
- _____ is customer focused and many of the processes we have worked out as a team all loop back around to what is best practice and customer satisfaction. I have enjoyed working with _____ for many years.
- Our department had a supervisor that was causing a lot of frustration for the staff that he supervised. This supervisor is no longer with our organization.
- I believe he is a great asset to [CompanyName] and he has grown quickly in a short period of time.

Trustworthy

Summary Scores



11. Delivers on promises made.



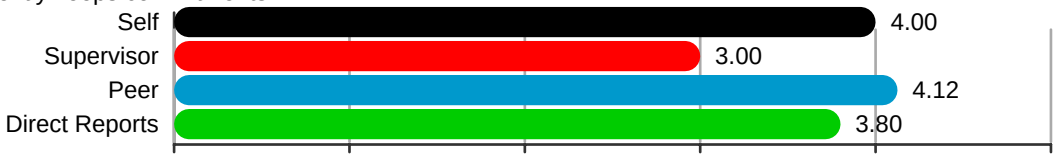
12. Demonstrates congruence between statements and actions.



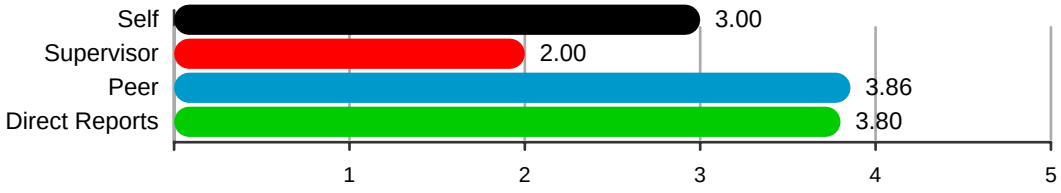
13. Works in a way that makes others want to work with her/him.



14. Consistently keeps commitments.



15. Builds and maintains the trust of others.



Level of Skill

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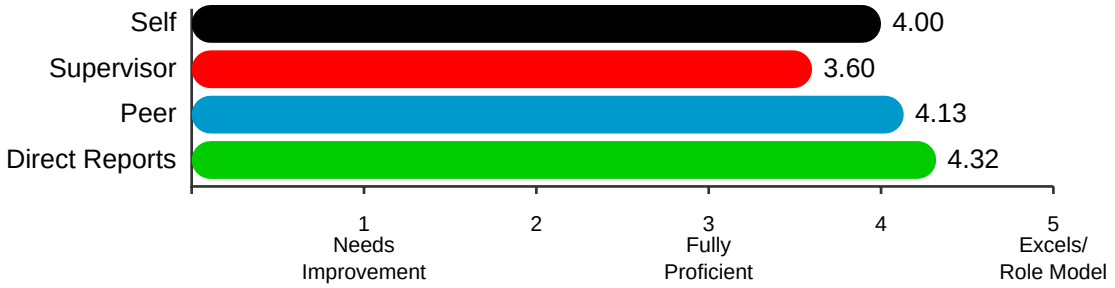
Item	n	Avg	LOA	Needs Improvement / Fully Proficient / Excels/ Role Model
11. Delivers on promises made.	15	4.60	100.0	40% / 60%
12. Demonstrates congruence between statements and actions.	15	4.27	100.0	73% / 27%
13. Works in a way that makes others want to work with her/him.	15	4.33	100.0	67% / 33%
14. Consistently keeps commitments.	15	3.93	73.3	27% / 53% / 20%
15. Builds and maintains the trust of others.	14	3.64	57.1	14% / 29% / 36% / 21%

Comments:

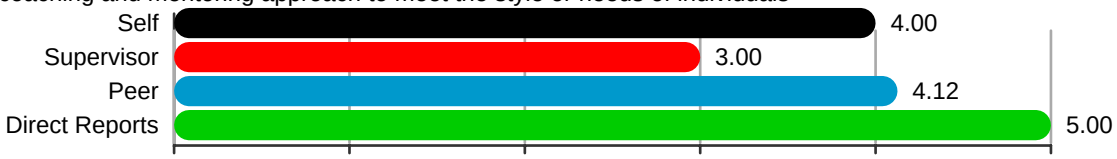
- He encourages individual and professional improvement and provides educational opportunities.
- Taking everything into consideration, _____ is doing a phenomenal job running the department. I am honored and appreciative to be a part of the team, assisting in moving forward.
- He routinely demonstrates professionalism and his priority for service which is a model example for others.
- Cannot think of anything
- _____ always engaged his staff and ensured he obtained everyone's ideas and opinions before moving forward on a project. _____ invests in the projects he leds and follows them through to completion. _____ always maintains a focus on the customers and how we as an organization can best serve our customers.
- _____ is a strong leader and continues to grow in his role. _____ is approachable even if he does not have time. Team members enjoy his great attitude and his non stop energy. Some things that _____ does especially well and seems to do with ease are bulleted below.

Co-worker Development

Summary Scores



16. Adapts coaching and mentoring approach to meet the style or needs of individuals



17. Takes immediate action on poor performance



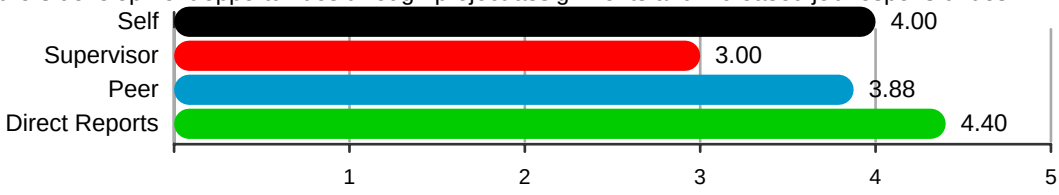
18. Provides ongoing feedback to co-workers on their development progress



19. Works to identify root causes of performance problems



20. Gives others development opportunities through project assignments and increased job responsibilities



Level of Skill

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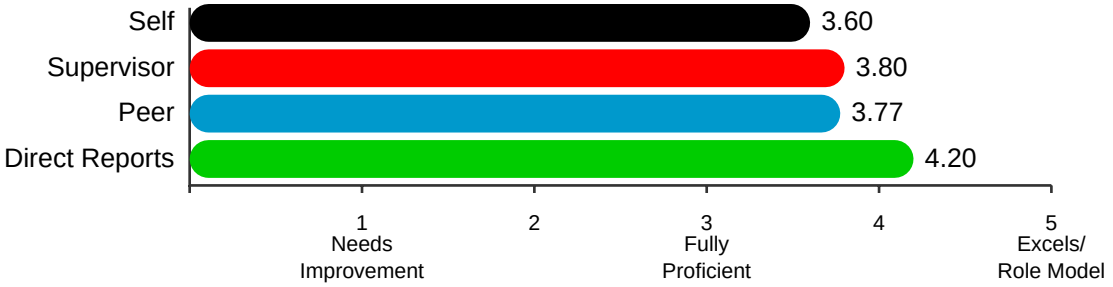
Item	n	Avg	LOA	Needs Improvement / Fully Proficient / Excels/ Role Model
16. Adapts coaching and mentoring approach to meet the style or needs of individuals	15	4.33	86.7	13% 40% 47%
17. Takes immediate action on poor performance	15	4.27	93.3	7% 60% 33%
18. Provides ongoing feedback to co-workers on their development progress	14	4.00	92.9	7% 86% 7%
19. Works to identify root causes of performance problems	14	4.14	85.7	7% 7% 50% 36%
20. Gives others development opportunities through project assignments and increased job responsibilities	15	4.00	66.7	7% 27% 27% 40%

Comments:

- _____ is someone I feel I can talk to about any problem or situation and I value his opinion.
- Everyone who works with _____ knows he's results-oriented and has amazing insights into human behavior and its motivations.
- He uses the strengths of everyone around him to get the best solutions possible.
- _____ has been particularly helpful to me as I transition into my new role. He provides direct, professional communication and is able to engage multiple personalities and people with differing opinions together to create cohesiveness
- He is smart, quick, compassionate, and thorough.
- You could check for clarity in expectations more frequently.

Others

Summary Scores



21. ...treats others with respect and dignity.



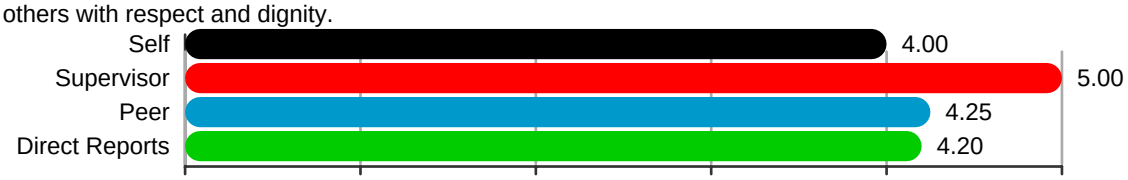
22. Forms working relationships with employees from other departments.



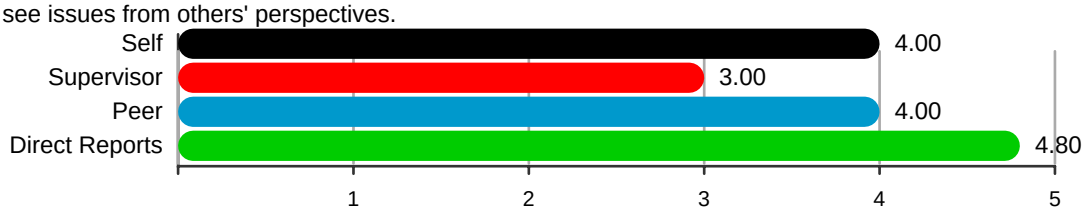
23. Constructively receives criticism and suggestions from others.



24. Treats others with respect and dignity.



25. Able to see issues from others' perspectives.



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).

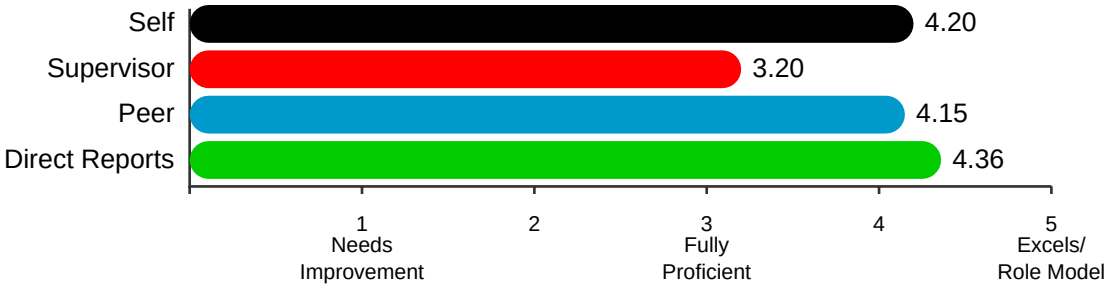
Item	n	Avg	LOA	Needs Improvement		Fully Proficient		Excels/ Role Model
21. ...treats others with respect and dignity.	15	4.00	66.7	13%	20%	20%		47%
22. Forms working relationships with employees from other departments.	15	3.47	53.3	13%	33%		47%	7%
23. Constructively receives criticism and suggestions from others.	15	3.60	66.7	13%	20%		60%	7%
24. Treats others with respect and dignity.	15	4.27	86.7	7%	7%	40%		47%
25. Able to see issues from others' perspectives.	15	4.20	80.0	7%	13%	33%		47%

Comments:

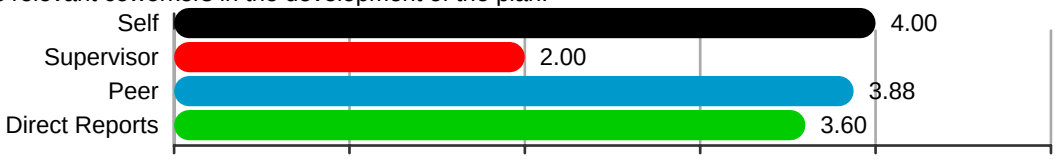
- _____ is a visionary leader which is important for his role, I think he gets too involved in day-to-day department operations, leaving staff wondering who they should listen to, their manager or the VP.
- He focuses on the customer and how best to meet their needs. He clearly explains and sets his expectations of the staff and the goals we are striving for. Great customer experience is always at the center of everything we do.
- I know I can go to him with any question and he will either have an answer for me or get one the same goes for problem solving.
- He is a firm believer that all decisions and important discussion is filtered through his direct report and committees with front line staff representation and solicits input and involves front line staff in his everyday work.
- When dealing with HR issues my HR business partner is always involved.
- _____ is a wonderful partner. He has been incredibly helpful as we have worked together this past year to investigate, resolve and move forward on a variety of Systems Integration issues.

Planning

Summary Scores



26. Involves relevant coworkers in the development of the plan.



27. Determines what supplies/equipment will be needed for the project.



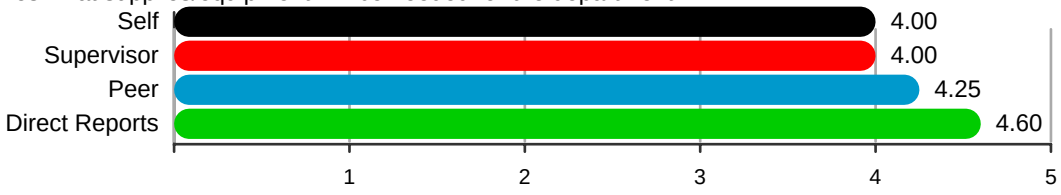
28. Assesses the risks of various strategic plans.



29. Analyzes market trends to plan the best course of action.



30. Determines what supplies/equipment will be needed for the department.



Level of Skill

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Item	n	Avg	LOA	Needs Improvement / Fully Proficient / Excels/ Role Model
26. Involves relevant coworkers in the development of the plan.	15	3.67	66.7	20% / 13% / 47% / 20%
27. Determines what supplies/equipment will be needed for the project.	15	3.80	73.3	20% / 7% / 47% / 27%
28. Assesses the risks of various strategic plans.	15	4.33	86.7	13% / 40% / 47%
29. Analyzes market trends to plan the best course of action.	15	4.67	100.0	33% / 67%
30. Determines what supplies/equipment will be needed for the department.	15	4.33	100.0	67% / 33%

Comments:

- I appreciate his ability to deliver a direct message while remaining sensitive to how it may impact others as well as his sense of humor.
- _____ is the consummate professional and pleasure to work with.
- Does above and beyond work consistently
- _____ has high expectations of himself and his employees. He does an excellent job of managing the department.
- _____ strives to be professional with each and every interaction and I think inspires confidence.
- I do not have much insight into his leadership effectiveness, as I rarely see him with his staff. My interactions with him and his team are generally separate meetings. He presents himself well to other leaders in the organization.

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 a great resource to me when I have HR or professional development issues. I count on him for his support and sound advice.
- Sometimes difficult to understand what is being asked. Provide more clarity.
- He has far exceeded my expectations in transforming the position as it transitioned into one that encompassed more of the quality and safety role.
- We rarely have team meetings. They are often canceled when scheduled and as a result we work as a group of individuals rather than a team.
- _____ has excellent writing skills when destined for department or the broad groups, but tends to relax his standards when outside that audience, especially in email. This makes it difficult for his management staff to share information and approvals directly with staff or external sources.
- I feel _____ consistently meets/exceeds in all of the Leadership Effective areas listed above, and I feel he excels in the areas related to encouragement, identifying employees' strengths, and shared decision making.

What do you like best about working with this individual?

- _____ is reliable and effective communicator. He 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.
- _____ 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.
- He is also good with follow up to make sure that the issue was resolved in a satisfactory manner.
- He makes it very clear what the expectations are and the goals stay consistent. If there is a change in focus, the reason for the change in focus or priority is clearly explained and is not done on a whim. Changes are thought out and logical.
- _____ is a very effective leader and excellent communicator.
- We are a department in need of structure and I feel he has done a great job in this area. We have made many changes and morale is much better, though it will take some time for everything to turn around.

What do you like least about working with this individual?

- He often will say he doesn't need the details or that he already knows and doesn't need an explanation.
- He is an excellent teammate, great attitude, effort, and energy.
- Is always available to assist with issues, all scopes business or personal.
- _____ consistently puts customer service and positive customer outcomes at the forefront of any discussion and/or decisions.
- _____ has an opportunity to communicate more courteously when having to move through the bureaucracy within our organization, e.g. planning and program directives or policies and procedures.
- It has been a pleasure working with _____. His interactions with customers have improved over the last year.

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

- 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 requireed 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.
- The only area I feel _____ needs improvement is that when he gives a project he often has a vision for it but waits until the work is done to share that vision. Can be frustrating at times.
- He has a keen ability to help staff look at situations from a different perspective to ensure staff are making informed decisions.
- He does not settle- but will continue a search until the right fit is found.
- It has been a pleasure working with _____. His interactions with customers have improved over the last year.
- Very approachable. Listens to problems and always willing to assist in coming up with solutions.

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

- _____ takes the time to understand his team and the strengths that each team member brings to the organization.
- _____ is a tremendous leader in our organization.
- I look to him for guidance and support. It seems his responsibilities and work load are not at a managerial level but Director. If he had the additional support of experienced employees this would help lighten his load.
- _____ is an experienced, skilled leader. He maintains focus on goals and core values in the most challenging situations. His extensive experience in operations has been a huge asset for the department. He has been a wonderful teacher for members of the team who lack management experience.
- _____ is a very effective leader and a role model for other leaders.
- just know going through the hiring process with him.

Any final comments?

- I admire _____'s decision making skills when it comes to hiring new employees for our department.
- His focus is for quality that is customer centered.
- He challenges the executive leadership group to play an active part in implementing and evaluating improvements.
- I think _____ has areas in his new Division where he needs to increase his knowledge; this is not a criticism.
- _____ handles every situation in a professional manner and he responds promptly to requests.
- He is smart, quick, compassionate, and thorough.