



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.

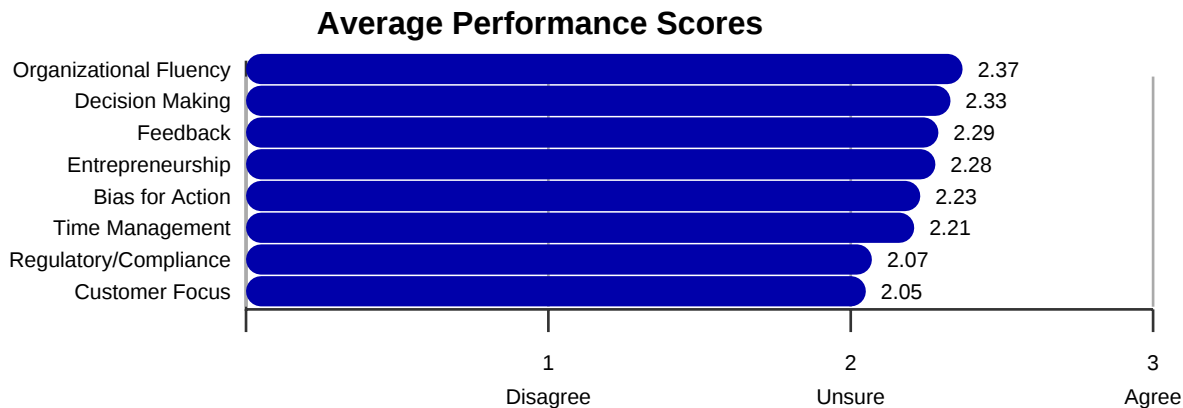
What to Do with Your Feedback

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.



Organizational Fluency

Definition:

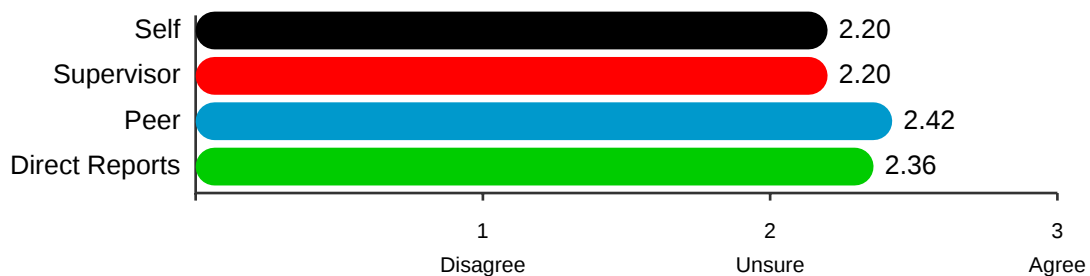
Able to work within the department/division/organization.
Understand how different parts of the business interact.

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.

1. Adept at navigating within the culture of the department.



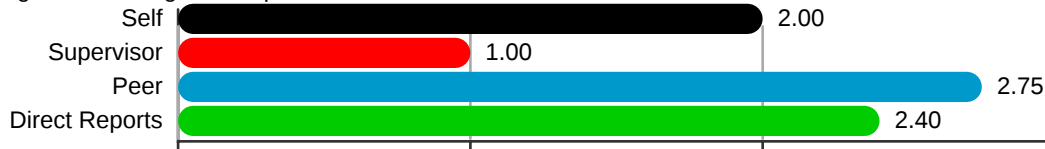
2. Effective in communicating with others within the organization.



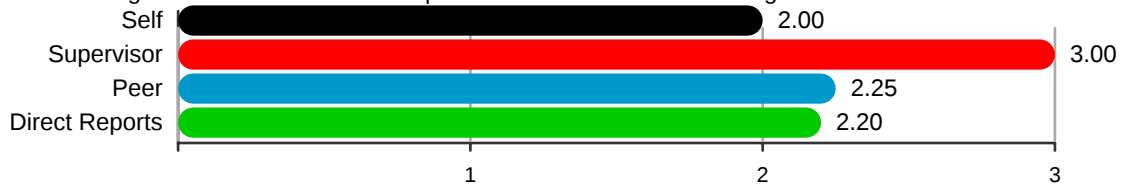
3. Able to deal with sensitive issues with tact and professionalism.



4. Gets things done through the department.



5. Is aware of other organizational cultures to compare/contrast with the current organizational culture.



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. Adept at navigating within the culture of the department.	15	2.27	33.3	7%	60%	33%
2. Effective in communicating with others within the organization.	15	2.53	73.3	20%	7%	73%
3. Able to deal with sensitive issues with tact and professionalism.	15	2.33	40.0	7%	53%	40%
4. Gets things done through the department.	15	2.47	53.3	7%	40%	53%
5. Is aware of other organizational cultures to compare/contrast with the current organizational culture.	15	2.27	40.0	13%	47%	40%

Comments:

- she remained objective throughout the process and was willing to analyze any option suggested that would enable [CompanyName] to better serve our community.
- ___ uses her available resources including the technical specialist and supervisors to aid in decision making processes, to help support our laboratory and move it forward in process improvement.
- ___'s style of leading a team is both refreshing and different than what I have experienced in the past.
- ___ is a team player and effective in her role.
- ___ seems to have good knowledge and awareness of the strengths and talents of her direct reports (as well as their weaknesses). When in need, she picks the appropriate person to conquer a task or assignment. She is always good about seeking advice before proceeding.
- Provide more clarity. Increase your technical knowledge.

Entrepreneurship

Definition:

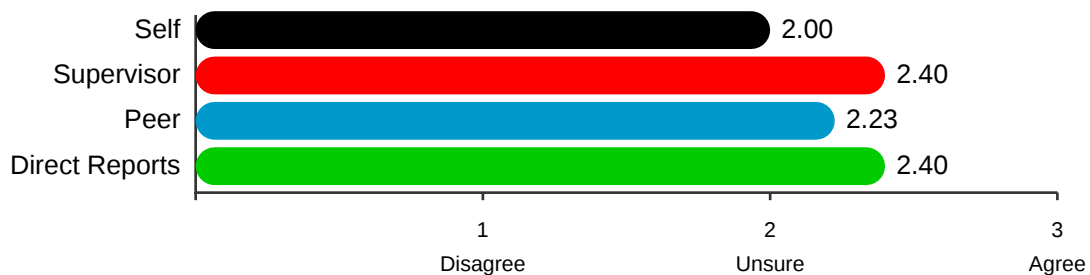
Ability to develop, manage, and expand business opportunities.

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.



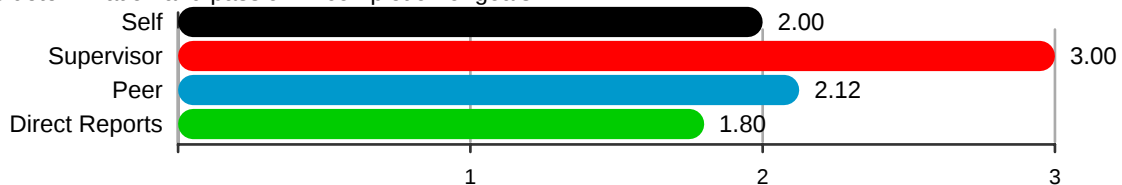
Scores on Each Item:

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

6. Maintains a high level of energy to respond to demands of the job.



7. Exhibits determination and passion in completion of goals.



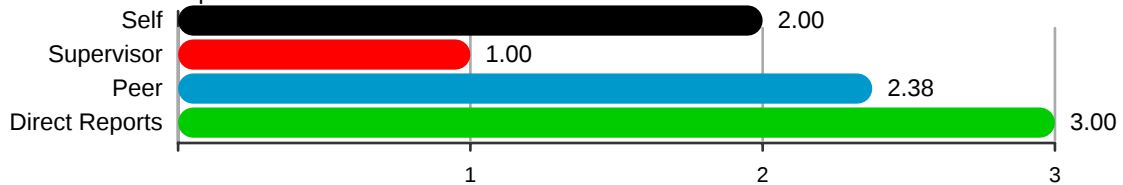
8. Is comfortable operating in an environment of uncertainty.



9. Excellent at managing relationships with stakeholders.



10. Takes the initiative to complete 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
6. Maintains a high level of energy to respond to demands of the job.	15	2.13	33.3	20%	47%	33%
7. Exhibits determination and passion in completion of goals.	15	2.07	26.7	20%	53%	27%
8. Is comfortable operating in an environment of uncertainty.	15	2.33	40.0	7%	53%	40%
9. Excellent at managing relationships with stakeholders.	15	2.40	53.3	13%	33%	53%
10. Takes the initiative to complete tasks.	15	2.47	60.0	13%	27%	60%

Comments:

- Definitely goes out of her way to involve the entire office in decisions that will affect us all.
- Always steps up if help is needed.
- ___ does a great job in letting me know what is expected. She holds regular meetings to keep me on track and is helping to mentor me in my new role.
- ___ is fully on board with engaging our staff in continuing improvements. I can see great improvements in team development.
- ___ is dedicated, caring, respectful and an overall amazing person, who very obviously strives for continuous improvement. She has a very good understanding of what I do and is very effective in helping me to see things I could be doing better and where my focus should be.
- She demonstrates a high level of personal integrity in her daily work and is honest and ethical in interactions.

Bias for Action

Definition:

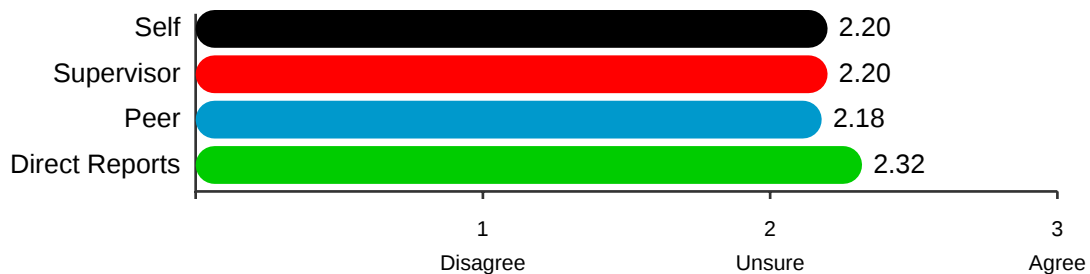
Bias for Action is the proactive tendency to take initiative, make timely decisions, and prioritize progress without waiting for external prompts. It embodies qualities such as ambition, drive, and resilience, while relying on focus, organization, and a goal-oriented mindset to ensure productivity and continual improvement. This competency reflects a self-starter attitude, balancing decisiveness and diligence with the ability to adapt and overcome challenges responsibly and reliably.

Why this is Important:

"Bias for Action" is vital in business because it fosters a culture of proactivity and responsiveness, enabling teams to seize opportunities and address challenges swiftly. It drives productivity, innovation, and continual improvement, ensuring that tasks are completed efficiently while maintaining focus on long-term goals. By embodying qualities such as decisiveness, resilience, and reliability, individuals with a Bias for Action inspire confidence, maintain momentum, and position their organizations to thrive in competitive and fast-paced 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.

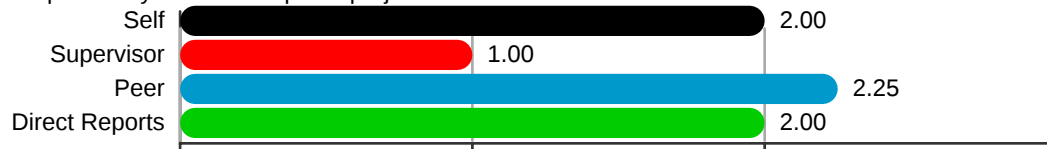
11. Always looking for more work to do.



12. Eagerly volunteers for projects.



13. Assigns responsibility for each step in a project.



14. Takes initiative, starts tasks, makes decisions, and drives progress without waiting for instructions or approvals.



15. Continually improving on existing processes and procedures.



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. Always looking for more work to do.	15	2.33	40.0	7%	53%	40%
12. Eagerly volunteers for projects.	15	2.07	20.0	13%	67%	20%
13. Assigns responsibility for each step in a project.	15	2.07	26.7	20%	53%	27%
14. Takes initiative, starts tasks, makes decisions, and drives progress without waiting for instructions or approvals.	15	2.27	40.0	13%	47%	40%
15. Continually improving on existing processes and procedures.	14	2.43	50.0	7%	43%	50%

Comments:

- She lets us develop our own style and inspires us to do our best.
- ___ investigates any employee problem before she reacts and has dealt with each situation fairly. She collaborates well with other departments and is always focused on the customer experience.
- ___ does an excellent job in her role.
- ___ is fully engaged with all of the leadership team. She makes herself available to work with both leaders and staff at [CompanyName]. ___ is very encouraging to leadership and staff to use Core Competency principles when looking at issues/processes. ___ is a role model for communication with staff, customers as well as community members.
- Whenever I go to ___ with a question, problem, or something that isn't working right, she acts on it immediately - not in a day, a week, or whenever.
- She is both the manager and the interim director for the service line.

Feedback

Definition:

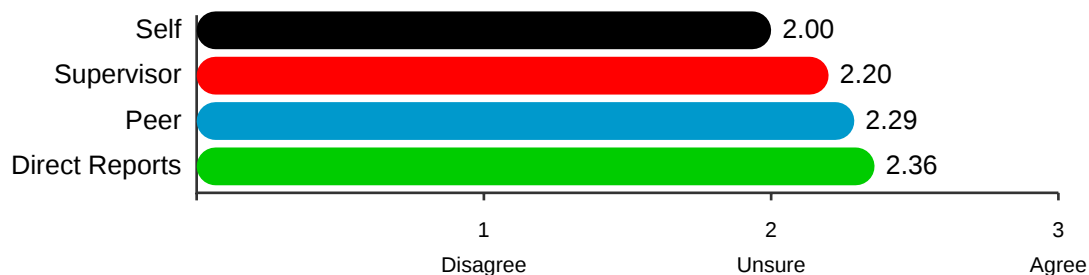
Feedback is a purposeful and respectful exchange that is specific, constructive, and focused on improving performance through clear expectations, observable behaviors, and actionable guidance. It is delivered in a timely, balanced, and fair manner--acknowledging both strengths and areas for growth while aligning with the recipient's role and goals. A strong feedback culture encourages individuals to actively seek, welcome, and clarify input from diverse and trusted sources, fostering openness, self-awareness, and continuous learning. Effective feedback is supported by coaching, training, and a conducive environment, and is managed with integrity to ensure it leads to reflection, accountability, and meaningful progress.

Why this is Important:

Feedback, as defined through its many dimensions (specific, constructive, timely, balanced, and performance-focused) is essential for organizations because it drives continuous improvement at every level. When feedback is delivered with fairness, clarity, and respect, it fosters accountability, strengthens relationships, and aligns individual efforts with organizational goals. Cultivating a culture where feedback is actively sought, openly received, and acted upon (supported by coaching, training, and diverse perspectives) creates an environment of trust, learning, and adaptability. In today's fast-paced and complex business landscape, organizations that manage feedback well are better equipped to evolve, retain talent, and achieve sustained excellence.

Summary Scores:

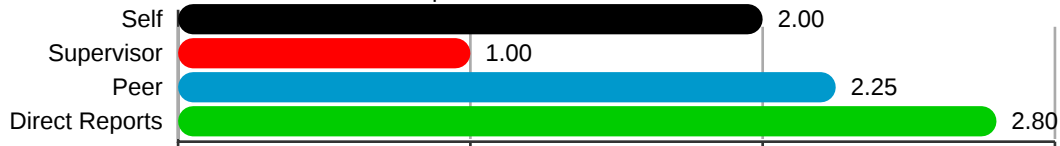
The summary scores shown here are an average of each of the items in this competency.



Scores on Each Item:

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

16. Adheres to all deadlines in the on-line feedback process.



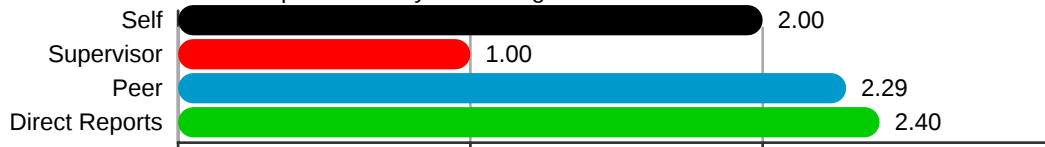
17. Regularly assesses job performance against set objectives and benchmarks, pinpointing opportunities for enhancement.



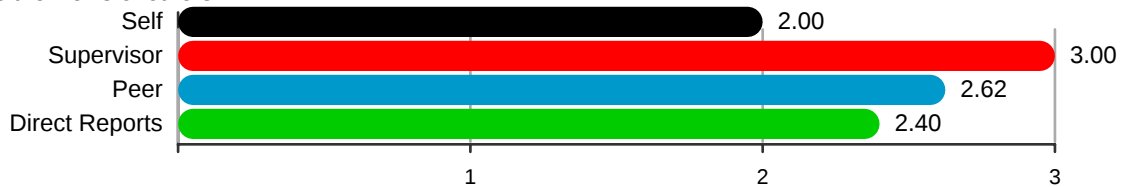
18. Accepts constructive criticism and praise from others regarding strengths and weaknesses.



19. Fosters a culture of continuous improvement by embracing feedback from others.



20. Accepts the views of others.



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. Adheres to all deadlines in the on-line feedback process.	15	2.33	46.7	13%	40%	47%
17. Regularly assesses job performance against set objectives and benchmarks, pinpointing opportunities for enhancement.	15	2.33	40.0	7%	53%	40%
18. Accepts constructive criticism and praise from others regarding strengths and weaknesses.	14	2.00	14.3	14%	71%	14%
19. Fosters a culture of continuous improvement by embracing feedback from others.	14	2.21	42.9	21%	36%	43%
20. Accepts the views of others.	15	2.53	60.0	7%	33%	60%

Comments:

- ___ makes a conscious effort to hire for talent while taking into consideration the candidate's educational preparation to best meet our current and future needs.
- 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.
- ___ should consider continuing to expand her technical expertise and understanding of Epic beyond her comfort zone.
- ___ is honest, does what she says she is going to do and can be counted on to be timely in her communication.
- She is doing great work with the CCO. The role of COO is new at [CompanyName] and needs better definition over the long pull.
- ___ effectively utilizes the talents of our team members and partnering with stakeholders ensures our continued success.

Decision Making

Definition:

Competence in decision making is the ability to confidently and decisively decide on a course of action after critically analyzing information, parameters and constraints.

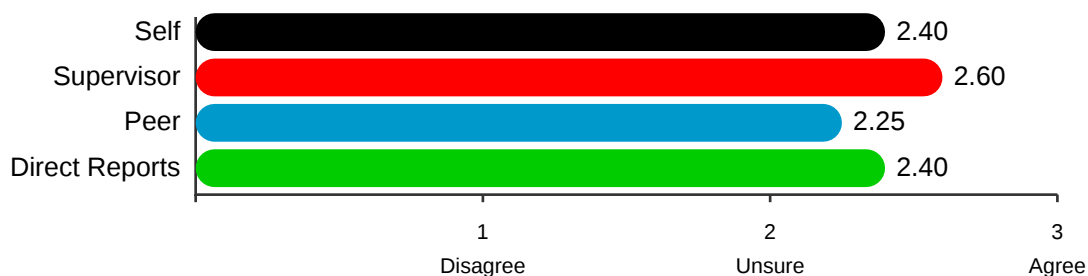
Informed decisions come from gathering information and viewing the choice from different perspectives. High quality decision making requires flexibility and openness as well as a careful evaluation of the costs and benefits.

Why this is Important:

Decision making is a critical skill that affects every aspect of business operations and directly impacts success or failure. Decision making determines the strategic goals and allocation of resources. Competent decision makers can critically analyze a situation and address problems promptly to prevent them from escalating. In times of crisis, the ability to make quick, informed decisions is essential to mitigate risks and navigate through challenging situations.

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. Facilitates meetings with others to try to consider alternative courses of action.



22. Views the long and short-term impact of decisions.



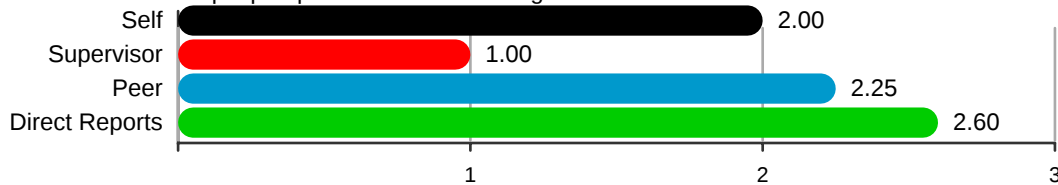
23. Receptive to new ideas from others when making decisions.



24. Uses reasonable assumptions and logic to decide between alternate courses of action



25. Views the issues from multiple perspectives before making a decision.



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. Facilitates meetings with others to try to consider alternative courses of action.	15	2.60	66.7	7%	27%	67%
22. Views the long and short-term impact of decisions.	15	2.33	40.0	7%	53%	40%
23. Receptive to new ideas from others when making decisions.	15	2.07	20.0	13%	67%	20%
24. Uses reasonable assumptions and logic to decide between alternate courses of action	15	2.40	53.3	13%	33%	53%
25. Views the issues from multiple perspectives before making a decision.	15	2.27	53.3	27%	20%	53%

Comments:

- She is quick to recognize when employees are not the right fit for their position and takes action (even when/if this results in discomfort for the team affected and/or if this action results in added work for her).
- ___ is a true transformational leader who focuses on developing the talents and interests of individual staff members. With six departments reporting to her, she has broadened her perspective from seeing individual departments, to visions of integrated teams that are customer centered.
- ___ likes to finish one thing before going on to the next. Sometimes that can be viewed as not being a team player when there are many projects going on at once.
- ___ continues to build the Human Resources department into a strong and effective driving force that continues to get better and better at meeting the needs of the organization and the community.
- ___ is very emotionally connected with her team and processes and at times this makes it more difficult to make the right decision.
-

___ is a true asset to [CompanyName].

Time Management

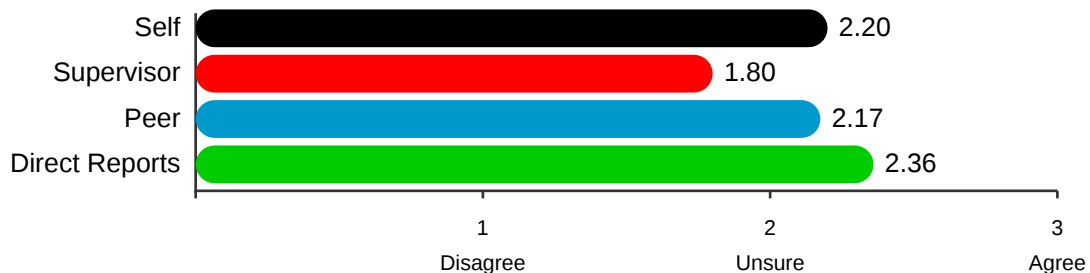
Definition:

Time Management is the ability to allocate time effectively toward prioritized tasks while avoiding distractions and non-essential activities that reduce workplace efficiency. It involves setting clear goals, maintaining focus, and acting with urgency to tackle pressing issues and meet deadlines despite time constraints. Time Management also includes strategies such as automating repetitive tasks, delegating responsibilities, and sequencing work through schedules and to-do lists that support accurate monitoring and consistent productivity. By using time purposefully and adjusting priorities proactively, individuals maximize value, sustain momentum, and achieve a healthy balance between professional output and personal well-being.

Why this is Important:

Summary Scores:

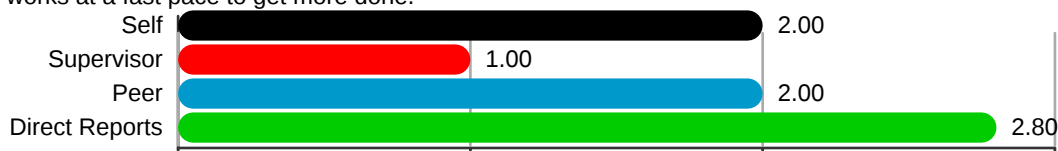
The summary scores shown here are an average of each of the items in this competency.



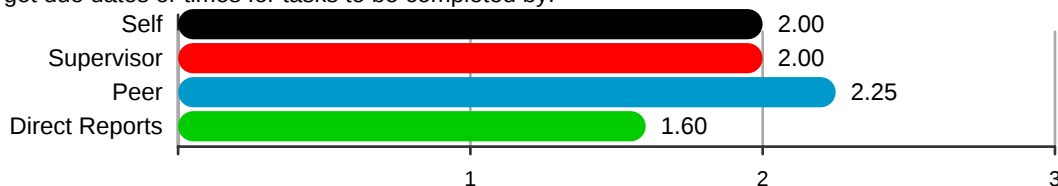
Scores on Each Item:

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

26. Usually works at a fast pace to get more done.



27. Sets target due dates or times for tasks to be completed by.



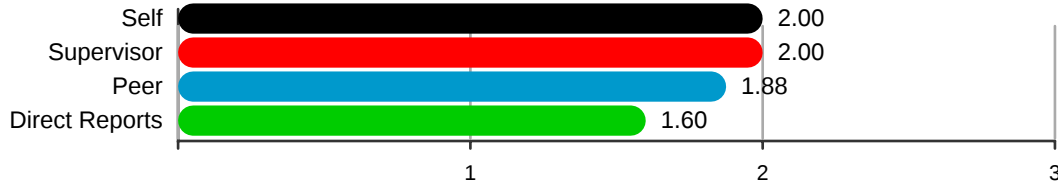
28. Achieves more through effective time management.



29. Uses batch processing to accomplish many similar tasks simultaneously.



30. Achieves more work within the limited time constraints.



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. Usually works at a fast pace to get more done.	15	2.20	33.3	13%	53%	33%
27. Sets target due dates or times for tasks to be completed by.	15	2.00	26.7	27%	47%	27%
28. Achieves more through effective time management.	15	2.47	53.3	7%	40%	53%
29. Uses batch processing to accomplish many similar tasks simultaneously.	15	2.60	60.0		40%	60%
30. Achieves more work within the limited time constraints.	15	1.80	13.3	33%	53%	13%

Comments:

- Empowers others, give the team the autonomy and authority to decide how the works gets done.
- ___ teams with others to improve communication and process.
- ___ is an excellent manager.
- She is effective and her knowledge of processes is invaluable.
- Her knowledge of what's needed to take us to the next level (designation) is to be commended.
- ___'s oral communication at times has been lengthy and lacks a focused attention to the issue(s). Written I've experienced good communication.

Regulatory/Compliance

Definition:

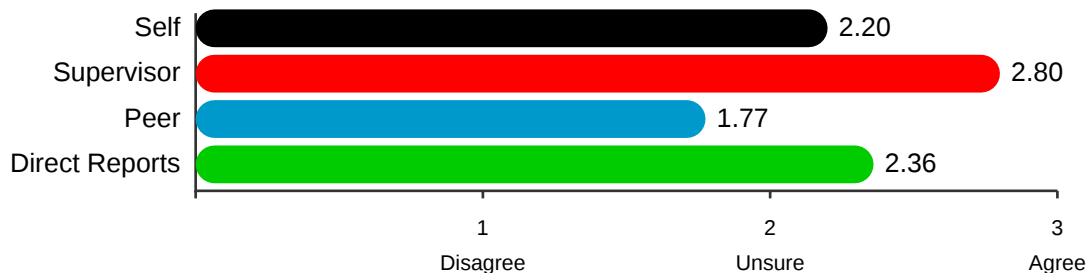
Regulatory and Compliance are the actions taken by organizations to ensure they adhere to laws, regulations, and standards relevant to their industry, thereby mitigating risks, maintaining ethical standards, and protecting the interests of stakeholders. Individuals performing this work must be proactive and responsive. It is crucial to establish robust frameworks and reporting systems to ensure compliance, alongside continuous training and education for employees.

Why this is Important:

Compliance helps identify and mitigate potential legal and financial risks. Maintaining high compliance standards enhances a company's reputation. Establishing clear compliance frameworks and reporting systems streamlines operations ensuring that all employees are aware of their responsibilities and reduces the likelihood of errors or misconduct. A strong compliance culture fosters a positive work environment allowing employees to feel more secure and valued in the organization. By prioritizing regulatory and compliance efforts, businesses can safeguard their operations, enhance their reputation, and ensure sustainable growth.

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. Implements regulatory compliance strategies.



32. Ensures regulations are followed as required.



33. Coordinates the execution of compliance strategies across departments.



34. Maintains a compliance data recordkeeping system.



35. Ensures operations meet government and industry requirements/standards.



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. Implements regulatory compliance strategies.	15	2.13	33.3	20%	47%	33%
32. Ensures regulations are followed as required.	15	2.13	33.3	20%	47%	33%
33. Coordinates the execution of compliance strategies across departments.	15	2.07	33.3	27%	40%	33%
34. Maintains a compliance data recordkeeping system.	15	2.13	26.7	13%	60%	27%
35. Ensures operations meet government and industry requirements/standards.	15	1.87	20.0	33%	47%	20%

Comments:

- She has been very effective out in the community and my contacts there have really appreciated her work with the Chamber and Rotary.
- ___'s technical skills have been improving steadily, but should focus on continual learning and involved content experts where necessary.
- ___ is an expert in process improvement and has moved into a role that will allow her to continuously learn and grow.
- I frequently reach out for assistance and appreciate that she is there when I/we need her and she actively engages in solving the issues at hand.
- I appreciate that ___ promotes within, asks staff if they are interested in an opportunity within the department. I feel that this motivates, engages and encourages staff.
- ___ is doing a great job balancing a difficult position with requirements from her role and those from her director that do not always match.

Customer Focus

Definition:

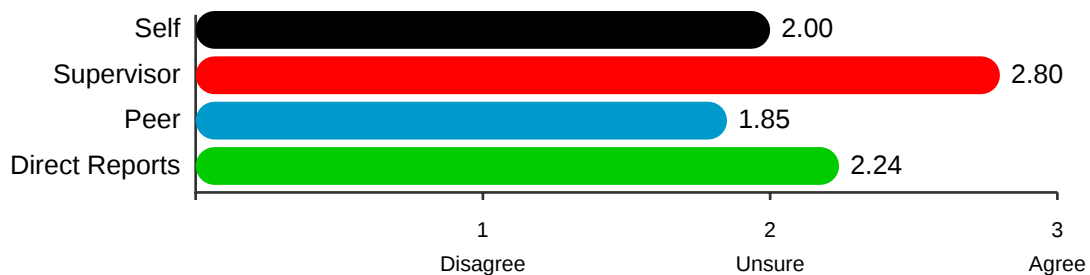
Customer Focus is the commitment to understanding, anticipating, and consistently meeting customer needs through responsive, respectful, and solution-oriented service. It involves building trust-based relationships, acting with integrity, and delivering dependable experiences that exceed expectations and foster long-term loyalty. Customer-focused professionals listen actively, adapt quickly, follow through on commitments, and model a helpful, service-first mindset that inspires others. They embrace feedback, pursue continuous improvement, and create innovative, high-quality solutions tailored to the evolving needs of every customer.

Why this is Important:

Customer Focus is essential to organizational success because it builds trust, drives loyalty, and creates meaningful customer experiences that lead to repeat business and positive reputation. By actively listening, anticipating needs, and delivering tailored solutions with urgency and empathy, employees foster long-term relationships and consistently exceed expectations. A customer-focused culture encourages continuous improvement, innovation, and accountability--turning feedback into actionable insights and aligning service with evolving customer demands. When modeled across teams, Customer Focus becomes a strategic advantage that elevates performance, strengthens brand identity, and positions the organization as a leader in service excellence.

Summary Scores:

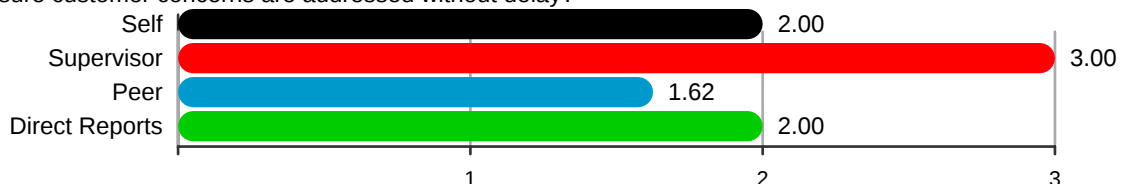
The summary scores shown here are an average of each of the items in this competency.



Scores on Each Item:

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

36. Makes sure customer concerns are addressed without delay?



37. Prioritizes customer issues to tackle the most pressing needs first.



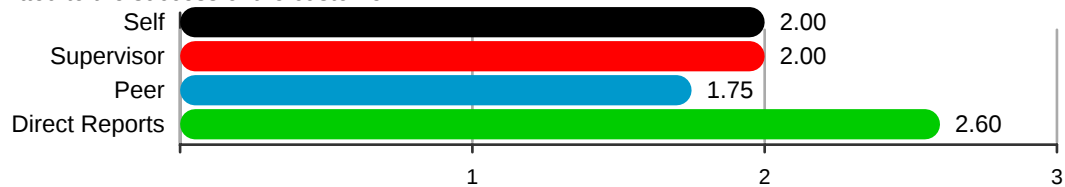
38. Is friendly and courteous.



39. Is aware of what the customer wants to receive.



40. Is committed to the success of the customer.



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. Makes sure customer concerns are addressed without delay?	15	1.87	20.0	33%	47%	20%
37. Prioritizes customer issues to tackle the most pressing needs first.	15	1.93	13.3	20%	67%	13%
38. Is friendly and courteous.	15	2.07	33.3	27%	40%	33%
39. Is aware of what the customer wants to receive.	15	2.33	33.3		67%	33%
40. Is committed to the success of the customer.	15	2.07	33.3	27%	40%	33%

Comments:

- I truly enjoy working with _____. She is a great worker who is clear in her direction/expectations and provides valuable insight when asked. I have worked with her on several conceptual projects and she has been a valued team member every time.
- _____ takes some time to process new ideas and often reacts before considering the facts. Once _____ has had time took think about discussions, she is willing to work with other departments and staff. She can be stubborn at times.
- She is sensitive to her employees needs and is creative in accommodating their needs.
- I was excited to come on board under _____'s leadership when she hired me, and I began working here in March of this year.
- _____ is very knowledgeable in the area of Information Technology, and seems very interested in gaining further expertise in Operations.
- 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.