



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.

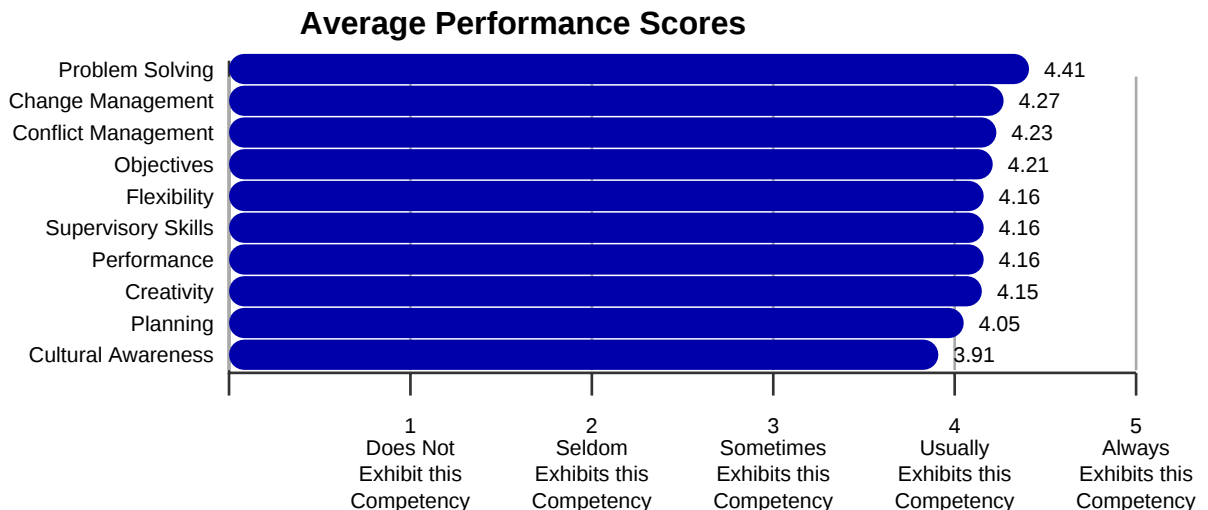
What to Do with Your Feedback

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

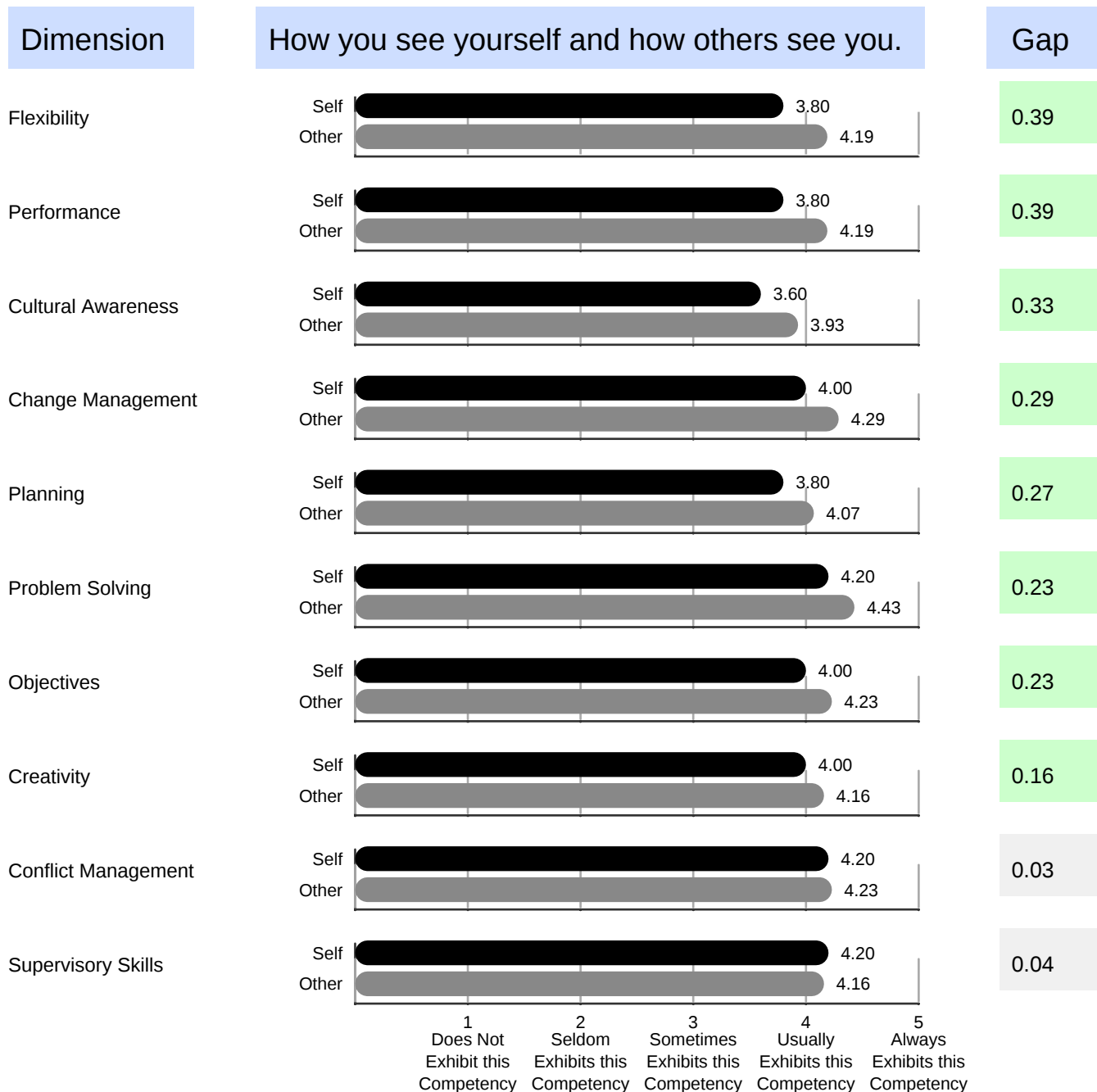
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 10 major dimensions of leadership.

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.



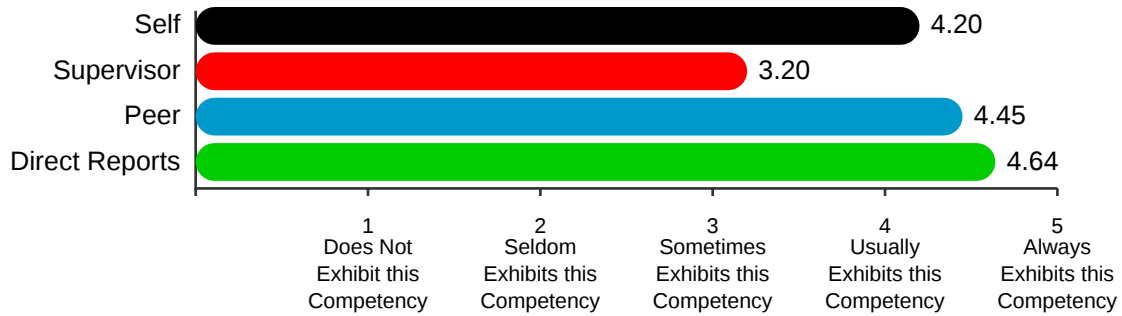
Gap Analysis

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.



Problem Solving

Summary Scores



1. Sets up clear communication (e.g., regular meetings, email updates, project management software) to keep employees updated of action plans.



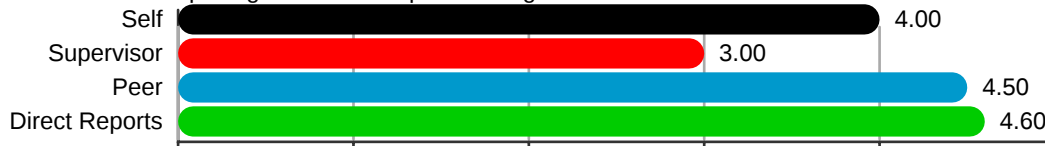
2. Creates a table or chart to compare the solutions side-by-side across all evaluation criteria.



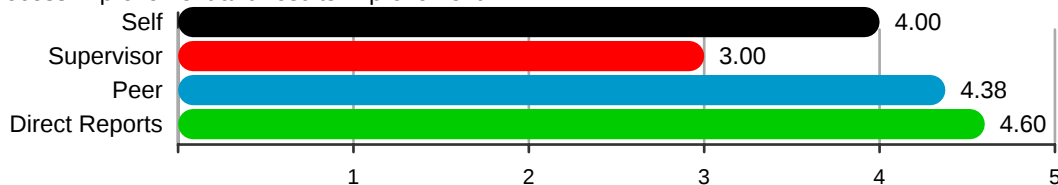
3. Stays positive and driven despite obstacles.



4. Create a timeline for completing the action steps including deadlines for each task and milestones to be achieved.



5. Links process improvement and results improvement



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).

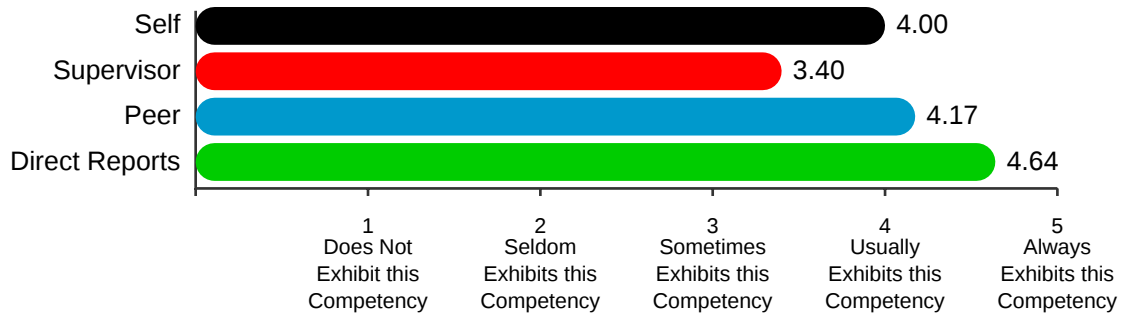
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
1. Sets up clear communication (e.g., regular meetings, email updates, project management software) to keep employees updated on action plans.	15	4.20	93.3	7%		67%		27%
2. Creates a table or chart to compare the solutions side-by-side across all evaluation criteria.	15	4.87	100.0	13%		87%		
3. Stays positive and driven despite obstacles.	15	4.27	93.3	7%		60%		33%
4. Create a timeline for completing the action steps including deadlines for each task and milestones to be achieved.	15	4.40	86.7	13%	33%		53%	
5. Links process improvement and results improvement	15	4.33	93.3	7%		53%		40%

Comments:

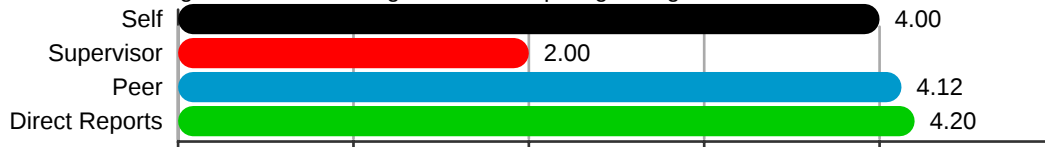
- ___ has made great visible improvements in her roles of communication, teamwork and engagement. She is creating a great presence in her position currently.
- I would recommend that ___ proof read her emails for sentence structure and grammatical/spelling errors. Occasionally this has been noticed by her staff.
- ___ see the opportunity for process improvement within the department but does not consistently lead an organized approach to initiate those improvements.
- In my opinion, ___ will grow and continue to grow to become a strong, great leader. Mentors such as yourself, the Director and our VP will help guide and develop ___.
- ___ has done tremendous work this past year in the Finance team.
- I love working with her and hope to continue having her as my supervisor!

Change Management

Summary Scores



6. Initiates actions that bring attention to the urgent issues requiring change.



7. Generates commitment to the changes through a compelling vision for the future.



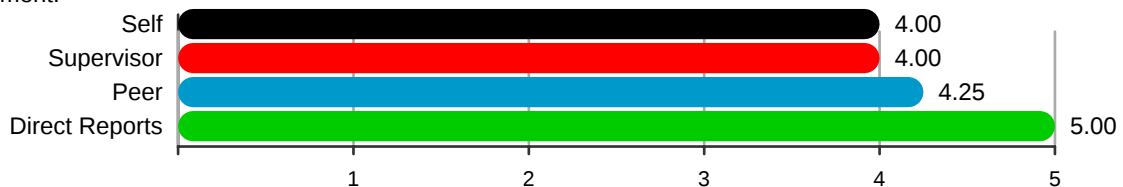
8. Amasses resources needed to implement changes.



9. Understands the benefits that may be created by changes.



10. Invests in training and development to equip employees with the necessary skills to successfully navigate the changing environment.



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).

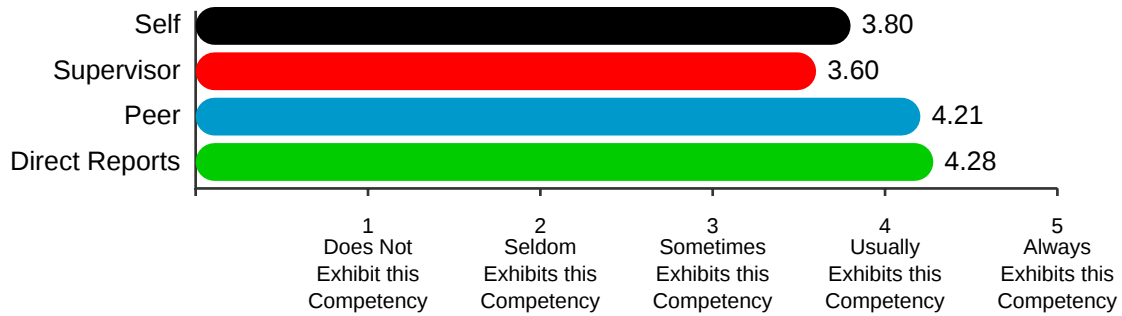
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
6. Initiates actions that bring attention to the urgent issues requiring change.	15	4.00	80.0	7%	13%	53%	27%	
7. Generates commitment to the changes through a compelling vision for the future.	15	4.07	80.0		20%	53%	27%	
8. Amasses resources needed to implement changes.	15	4.33	93.3	7%	47%	47%		
9. Understands the benefits that may be created by changes.	15	4.47	93.3	7%	40%	53%		
10. Invests in training and development to equip employees with the necessary skills to successfully navigate the changing environment.	15	4.47	93.3	7%	40%	53%		

Comments:

- She is highly engaged in her work and passionate about connecting with others in a meaningful way.
- ___ is approachable and professional in her interaction with staff and with customers.
- ___ has demonstrated organization, open mindedness, work toward team building, respect and appreciation in her new role. I am unable to evaluate some questions as we have a limited period of working together.
- ___'s daily approach to work demonstrates a high level of professionalism and commitment to evidence-based practice and research.
- ___ is dedicated to her work and the employees that she manages. I am amazed at the kind of time she puts into this organization.
- ___ has been so helpful to me as a new manager.

Flexibility

Summary Scores



11. Remains agile and responsive to address changing needs in a dynamic environment.



12. Demonstrates the ability to modify training methods and materials to suit visual, auditory, and kinesthetic learners, thereby enhancing overall comprehension and engagement.



13. Handles external information requests efficiently without disrupting workflow.



14. Able to adapt processes in response to critical incidents that impact the workflow.



15. Recognizes and quickly adapts to shifts in the environment, market, or industry.



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).

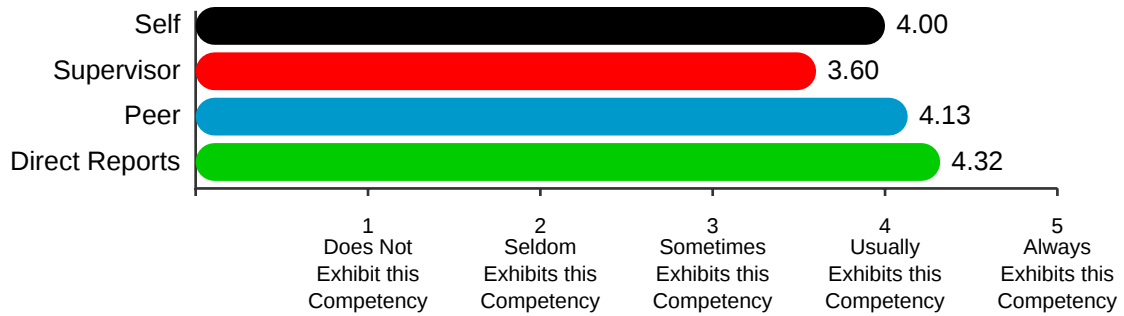
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
11. Remains agile and responsive to address changing needs in a dynamic environment.	15	4.60	100.0			40%	60%	
12. Demonstrates the ability to modify training methods and materials to suit visual, auditory, and kinesthetic learners thereby enhancing overall comprehension.	15	4.27	100.0			73%		27%
13. Handles external information requests efficiently without disrupting workflow.	15	4.33	100.0			67%		33%
14. Able to adapt processes in response to critical incidents that impact the workflow.	15	3.93	73.3		27%	53%		20%
15. Recognizes and quickly adapts to shifts in the environment, market, or industry.	14	3.64	57.1	14%	29%		36%	21%

Comments:

- She is very relatable and I believe it helps with the initial contact with the prospects.
- I do very much appreciate that ___ will support me in a decision when needed.
- I value her feedback, collaboration and sense of teamwork. She's clearly hardworking and dedicated and she and I have been able to have some very good discussions this past year, which I appreciate. I always appreciate her candor and feedback.
- She holds everyone to such a high standard, you don't want to disappoint her.
- My only constructive feedback would be better communication on what she's doing and why and how it may impact others would be appreciated.
- Balancing a demanding work load for her staff, she has always allocated great resources to get our work moving forward. She is a real pro.

Creativity

Summary Scores



16. Supports team-building and communication to foster a creative environment.



17. Gives employees a high degree of freedom to be creative.



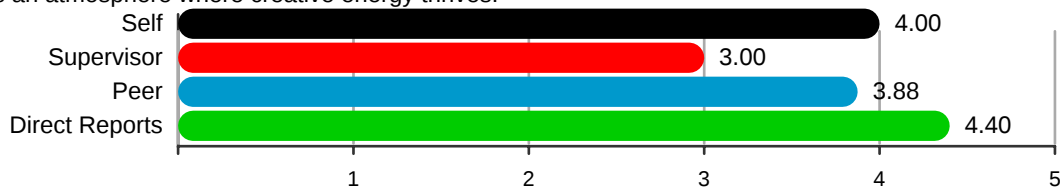
18. Creatively solves difficult problems.



19. Transforms learning into creative output.



20. Creates an atmosphere where creative energy thrives.



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).

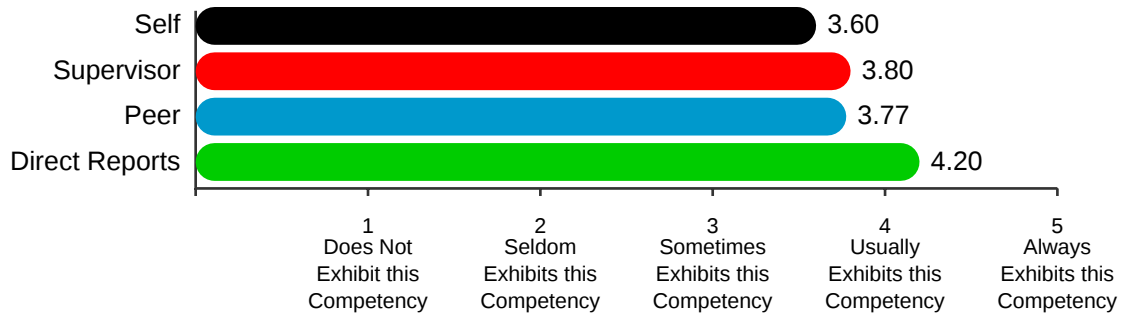
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
16. Supports team-building and communication to foster a creative environment.	15	4.33	86.7	13%		40%	47%	
17. Gives employees a high degree of freedom to be creative.	15	4.27	93.3	7%		60%	33%	
18. Creatively solves difficult problems.	14	4.00	92.9	7%		86%		7%
19. Transforms learning into creative output.	14	4.14	85.7	7%	7%	50%		36%
20. Creates an atmosphere where creative energy thrives.	15	4.00	66.7	7%	27%	27%		40%

Comments:

- ___ is a new manager. Her openness and positive communication with her team and her steadfastness to doing what is right to meet [CompanyName] goals has created a very positive energy in the department.
- Very knowledgeable and always steps up if help is needed.
- Her recent willingness to take on the department demonstrates her desire to engage in opportunities to challenge herself professionally and seek continuous learning and growth opportunities. Additionally, it illustrates her genuine commitment to the organization.
- Don't be afraid to ask questions when stuck on a task.
- Despite the fact that ___ has experienced very few opportunities that would increase her engagement, she has remained dedicated to [CompanyName] and especially to her staff.
- ___'s passion is construction. I had the pleasure of working for her as supervisor for nine months. During that short time there were multiple changes to make our department more effective in the areas of customer service and performance.

Cultural Awareness

Summary Scores



21. Welcomes diverse cultural input when shaping organizational strategy or policy.



22. Seeks knowledge and information about other cultures.



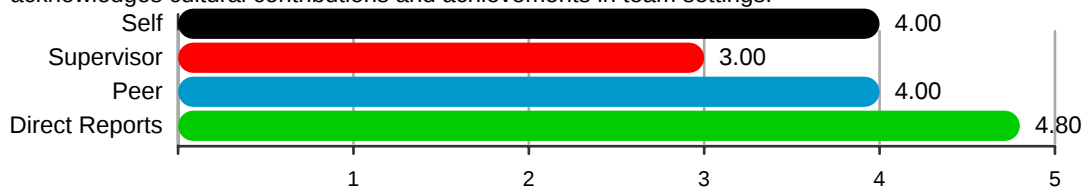
23. Demonstrates fairness and impartiality when resolving conflicts involving cultural differences



24. Is aware of cultural differences in business etiquette.



25. Publicly acknowledges cultural contributions and achievements in team settings.



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).

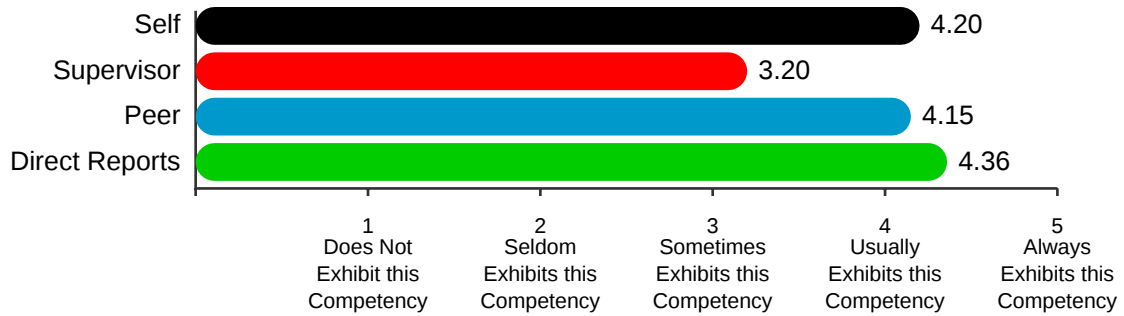
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
21. Welcomes diverse cultural input when shaping organizational strategy or policy.	15	4.00	66.7	13%	20%	20%	47%	
22. Seeks knowledge and information about other cultures.	15	3.47	53.3	13%	33%	47%	7%	
23. Demonstrates fairness and impartiality when resolving conflicts involving cultural differences	15	3.60	66.7	13%	20%	60%	7%	
24. Is aware of cultural differences in business etiquette.	15	4.27	86.7	7%	7%	40%	47%	
25. Publicly acknowledges cultural contributions and achievements in team settings.	15	4.20	80.0	7%	13%	33%	47%	

Comments:

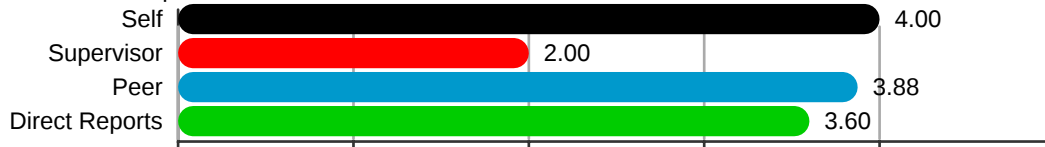
- she has patience.
- I appreciate ___'s willingness to share her knowledge with our team.
- Staff expressed concern early this year about frustrations with quantity and boundaries for work, roles of staff and more.
- She always takes the time to listen to all of us and never gives you the impression 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!
- She consistently sets an outstanding example by working vigorously and doing the right thing in the right way at all times. She shows integrity in her approach, always striving to add value, improve quality, and spend resources wisely.
- She makes sure we work together as a manager team when it comes to the Fleet scheduling.

Supervisory Skills

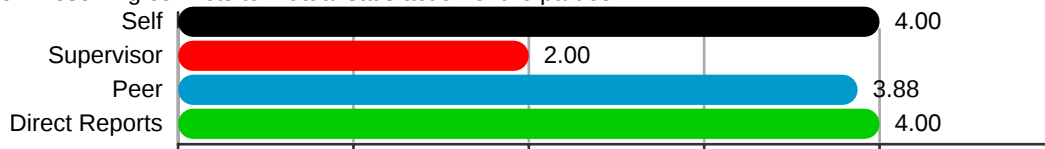
Summary Scores



26. Maintains an even temper in stressful situations.



27. Effective in resolving conflicts to mutual satisfaction of the parties.



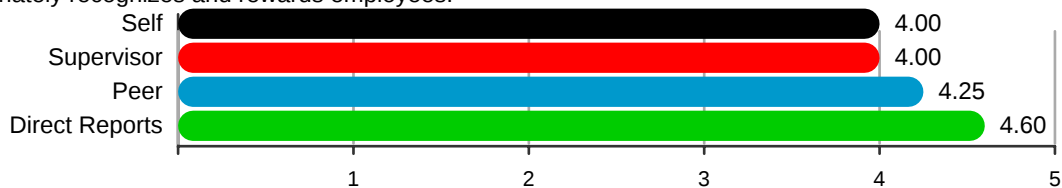
28. Facilitates team members working well together.



29. Is able to manage emotions during difficult times.



30. Appropriately recognizes and rewards employees.



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).

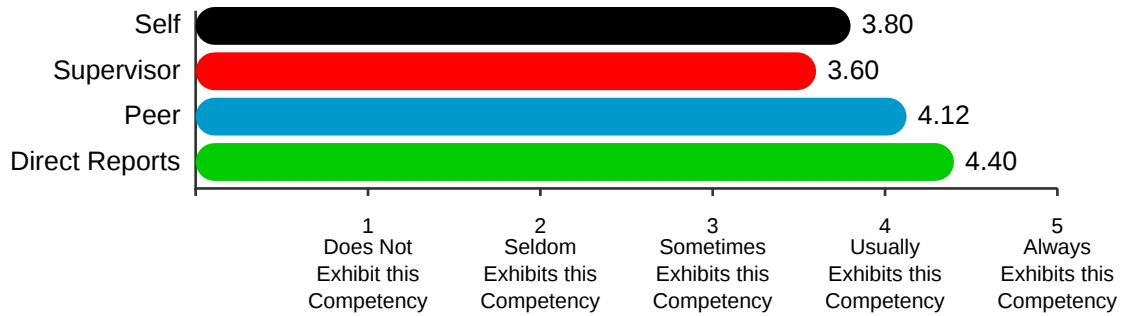
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
26. Maintains an even temper in stressful situations.	15	3.67	66.7	20%	13%	47%	20%	
27. Effective in resolving conflicts to mutual satisfaction of the parties.	15	3.80	73.3	20%	7%	47%	27%	
28. Facilitates team members working well together.	15	4.33	86.7	13%	40%	47%		
29. Is able to manage emotions during difficult times.	15	4.67	100.0	33%	67%			
30. Appropriately recognizes and rewards employees.	15	4.33	100.0	67%	33%			

Comments:

- ___ is concerned about the input of the staff. Has worked to try to improve her responsiveness and performance.
- Great year of growth!
- I have found ___ to be very competent and professional. She delivers when and what she says she will and her work is always complete and accurate.
- She had done amazingly well considering all of the global threats to the product line.
- She also has always been thankful for any help that I have given her.
- Always appreciate ___'s organized approach to coordinating service opportunities between departments

Performance

Summary Scores



31. Able to organize work.



32. Effective in performing his/her job.



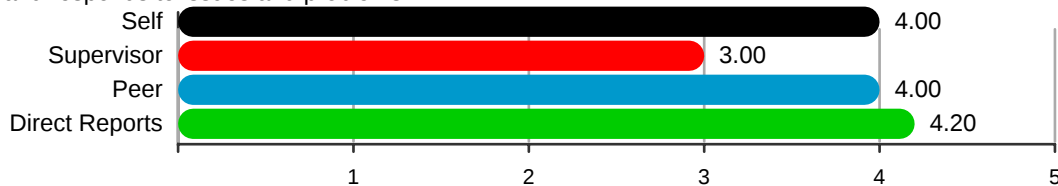
33. Effectively organizes resources and plans



34. Shown significant improvement in job performance.



35. Listens and responds to issues and problems



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).

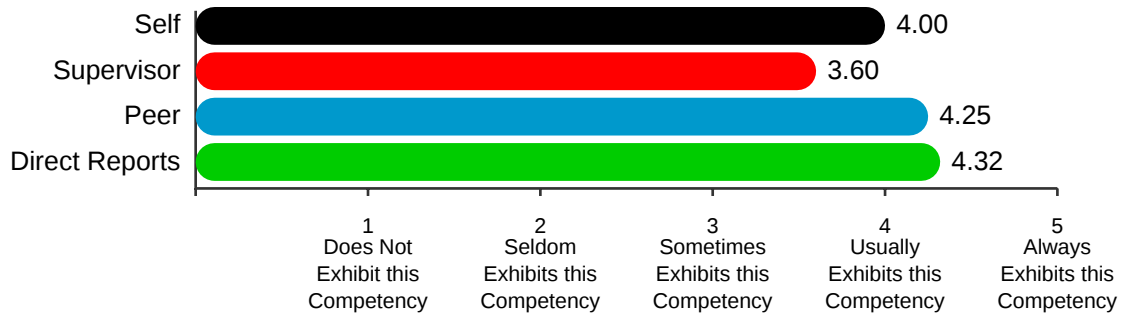
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
31. Able to organize work.	15	4.07	80.0	20%		53%		27%
32. Effective in performing his/her job.	15	4.47	100.0		53%		47%	
33. Effectively organizes resources and plans	15	4.13	80.0	20%		47%		33%
34. Shown significant improvement in job performance.	15	4.13	86.7	13%		60%		27%
35. Listens and responds to issues and problems	15	4.00	80.0	20%		60%		20%

Comments:

- ___ has a great strength in process improvement-maybe even more than people around her realize. She has kind of a quiet strength in this area.
- ___ did a great job with the new employee program development and she should be proud of her accomplishments.
- ___ 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.
- There have been many changes in management over the last 5 years. I can truly say that ___ is an exceptional manager. Our dept has made some truly good changes under ___.
- ___'s team loves and respects her, the organization highly values her, others outside of HR seek her out for assistance, and I think even those outside of [CompanyName] look to her for guidance. I don't know how she does it!
- The department is trying to implement major changes. The aim to improve workflow prioritization and efficiency by creating a strategic plan addresses concerns raised by team members regarding workloads and lack of communication involving decisions.

Objectives

Summary Scores



36. Encourages me to take on greater responsibility.



37. Assures [Company] principles are understood, employed & pursued.



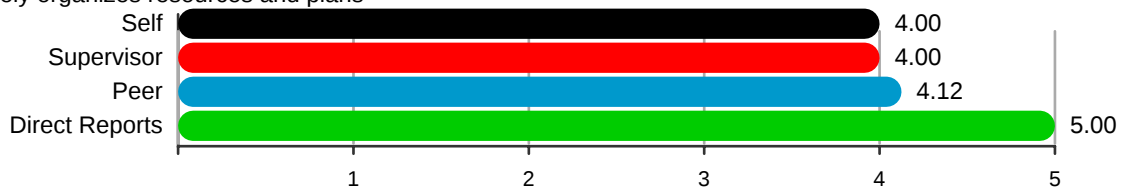
38. Establishes goals and objectives.



39. Works toward achieving established goals and objectives.



40. Effectively organizes resources and plans



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).

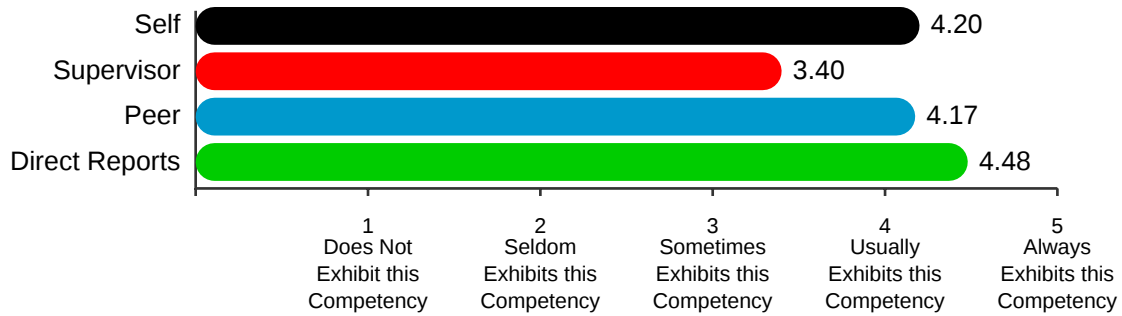
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
36. Encourages me to take on greater responsibility.	15	4.33	100.0			67%		33%
37. Assures [Company] principles are understood, employed & pursued.	15	3.93	80.0	13%	7%	53%		27%
38. Establishes goals and objectives.	15	4.27	86.7		13%	47%		40%
39. Works toward achieving established goals and objectives.	15	4.13	86.7		13%	60%		27%
40. Effectively organizes resources and plans	15	4.40	93.3		7%	47%		47%

Comments:

- ____ has a good perspective on the organization as a whole.
- I envy her versatility in working with a wide variety of issues and topics.
- She has an open door policy and is available when needed.
- She is a high energy individual, with a level of integrity that goes above and beyond.
- She does follow up and follow through.
- ____ is very approachable. She is able to get people to follow through and engage in their daily work.

Conflict Management

Summary Scores



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



42. Uses role definitions to depersonalize conflict, helping team members focus on responsibilities rather than personalities.



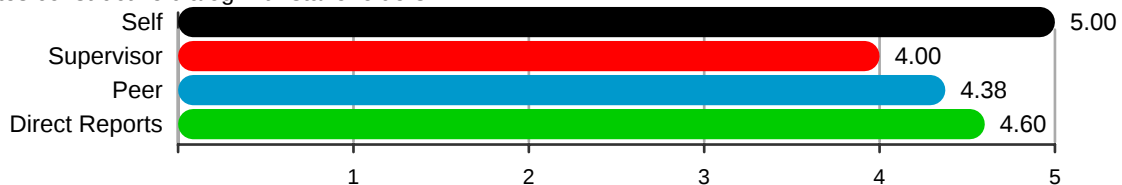
43. Ensures that the basic needs of each party are satisfied.



44. Helps others avoid misperceptions about issues.



45. Facilitates constructive dialog with stakeholders.



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).

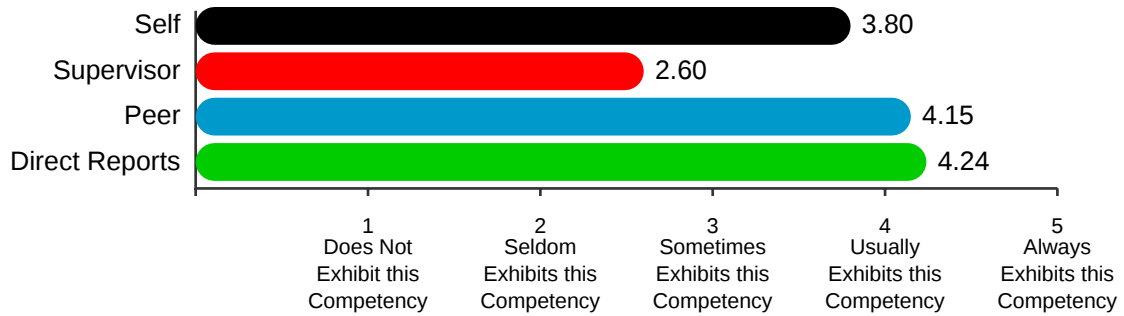
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
41. Responds calmly and courteously to help de-escalate situations and lead to more productive and respectful dialogue showcasing effective conflict resolution.	15	4.33	93.3	7%		53%		40%
42. Uses role definitions to depersonalize conflict, helping team members focus on responsibilities rather than personalities.	15	4.20	80.0		20%		40%	40%
43. Ensures that the basic needs of each party are satisfied.	15	4.13	86.7	13%		60%		27%
44. Helps others avoid misperceptions about issues.	15	4.00	86.7	13%		73%		13%
45. Facilitates constructive dialog with stakeholders.	15	4.47	93.3	7%		40%		53%

Comments:

- ___ is an outstanding leader and [CompanyName] is incredibly fortunate to have her on our team!
- ___ is always working collaboratively with many different teams not only within the organization but within the community
- ___ is willing to tackle performance situations and solicits feedback on how her team is doing.
- It has been a pleasure working with ___. Her interactions with customers have improved over the last year.
- A willingness and flexibility to pitch in help where needed is important.
- ___ 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.

Planning

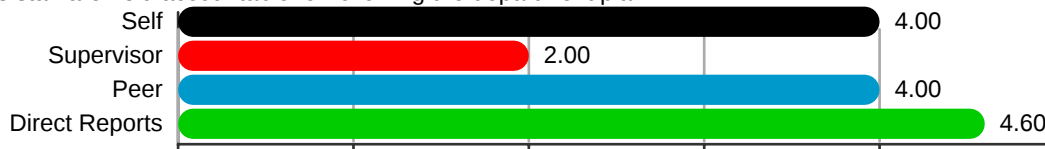
Summary Scores



46. Open to input from others into the plan for the project.



47. Ensures staff are held accountable for following the department plan.



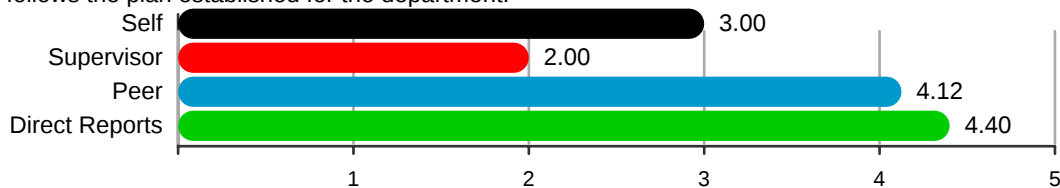
48. Determines staffing needs for the project/department.



49. Makes strategic and tactical decisions to guide the logistics process.



50. Closely follows the plan established 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 (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
46. Open to input from others into the plan for the project.	15	3.87	80.0	7%	13%	67%	13%	
47. Ensures staff are held accountable for following the department plan.	15	4.07	86.7	13%	53%	33%		
48. Determines staffing needs for the project/department.	15	4.13	86.7	13%	60%	27%		
49. Makes strategic and tactical decisions to guide the logistics process.	15	4.20	86.7	7%	7%	47%	40%	
50. Closely follows the plan established for the department.	15	4.00	73.3	13%	13%	33%	40%	

Comments:

- She collaborates with all departments and operates under shared governance.
- While she remains considerate of the impact each roll out has on front line staff, she also ensures we stay focused and on track.
- She understands our job and works with us to improve our productivity while being concerned with our job satisfaction.
- Delay in completing an agreed upon task which ultimately delays the process and can put others in a time crunch.
- ___ routinely reminds you, as an employee, how important our role is, which supports our participation and sharing ideas for improvement.
- ___ is very supportive, knowledgeable, and a consummate professional. She leads by example and has no problem rolling up her sleeves and providing support when needed.

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?

- She often uses lengthy power points distributed at the last minute which is not effective. Focus more on outlines and conversation that allow for time to give thoughtful consideration and feedback.
- She is effective and her knowledge of processes is invaluable.
- Is a great teammate and valuable resource for the company. it is obvious she cares for the team
- I think ___ is an excellent addition to the manager team. As a new manager, she seems to be doing a great job!
- She puts the customer experience first and expects that from the staff as well. She has been a wonderful role model for the rest of the unit.
- ___ is a outstanding manager.

What do you like best about working with this individual?

- ___'s oral communication at times has been lengthy and lacks a focused attention to the issue(s). Written I've experienced good communication.
- Always conducts herself in a professional manner.
- She has a positive attitude & remains open even to being called at home when particularly difficult situations arise and further managerial advice needed.
- One of the main reasons I am here is because of ___.
- She is supportive of the decisions that I make as a leader and ensures that I keep on track with my goals.
- ___ has not been afraid to make difficult decisions to improve customer service. She is keenly aware of the strengths of those around her and ensures a good fit between demonstrated performance and tasks.

What do you like least about working with this individual?

- ___ is an effective, responsive leader and embodies the core values of the organization. Furthermore, she is clearly advocating for customers' best interest at all times.
- ___ has been an effective leader for me. She encourages me to develop and knows what my strengths are. She assists me in identifying how to best utilize those strengths in my work to achieve job satisfaction.
- ___ is very sharp and plays a vital role in this organization
- Don't work with her enough to observe the vast majority of these items.
- I hope she knows how much I value her and how I've come to rely on her knowledge, self-assurance and wisdom.
- She inspires others by the manner in which she does her work and engages others.

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

- She has always been a great resource for me and my areas of responsibility providing us with the support we need to function.
- ___ demonstrates excellent skills at approaching employees that need correction action. My only thought would be she could be a more enforcing with employees that show continued bad behavior after correction action was taken.
- ___ is excellent about offering support if needed but she also allows us to work and she does not micro manage.
- ___ wants what is best for the organization and Security team and as a manager she expects the best the each have to offer.
- ___ is a great mentor and leader for her team. She recognizes the strengths that each of her team members bring to the organization and works to continue to develop those strengths. ___ also helps her team recognize areas of improvement and works to improve those areas as well.
- ___ routinely goes out of her way to make work a more engaging experience.

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

- Her work ethics, professionalism, communication, compassion and caring for people and [CompanyName] are reflected daily.
- ____ is also readily available on a daily basis to bounce issues around which is so helpful and much appreciated.
- ____ has a high level of integrity and makes decisions based on what is the right thing to do regardless of the resistance she may receive from her peers.
- She is also good with follow up to make sure that the issue was resolved in a satisfactory manner.
- She's a very hard worker and always helping out when needed.
- She constantly asks for feedback and input to important decisions and genuinely listens and considers what her staff's opinions.

Any final comments?

- Uses her people skills to change negative situations into positive.
- She has really filled the role of interim manager for the department well.
- ____ is a steady leader who maintains her objectivity during stressful times.
- ____ was very clear with a shared staff member on expectations of mandatory education requirements. I am glad ____ has joined the team.
- Her priorities are clear and appropriate, as she recognizes the importance of "value added" and the benefits of Core Competency, and continuous improvement.
- ____ is very responsive and provides great support service.