



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.

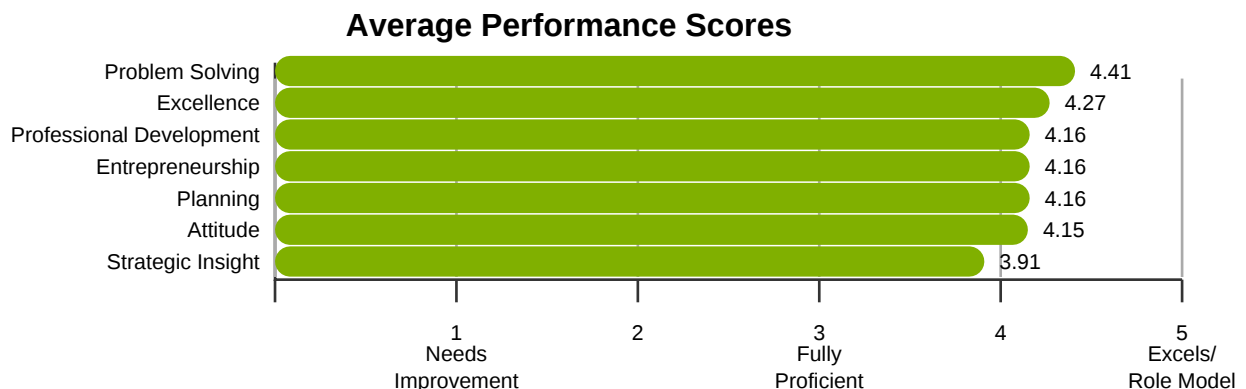
What to Do with Your Feedback

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 7 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.



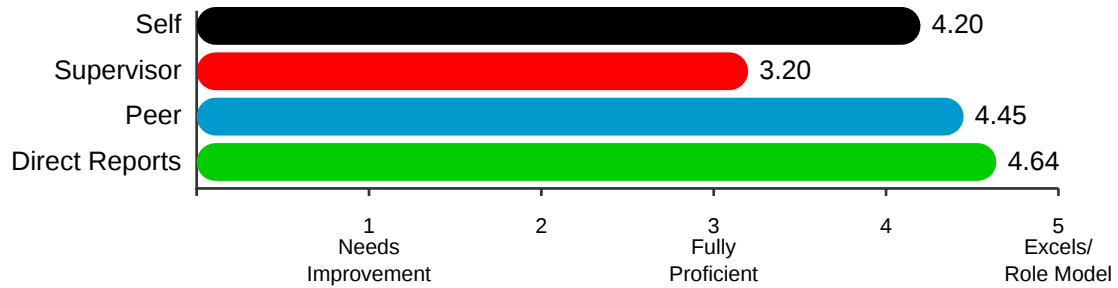
Gap Analysis

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. Recognizes the challenges that have emerged or are about to emerge.



2. Gets buy-in from constituents before implementing solutions.



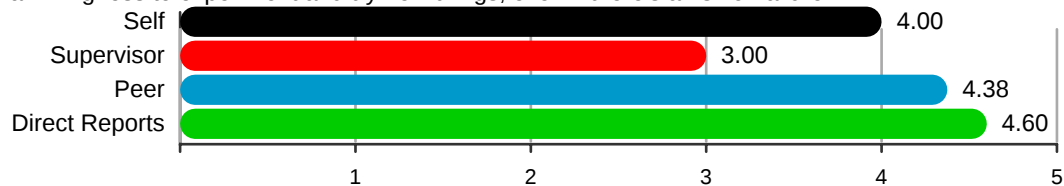
3. Reacts to problems as they arise.



4. Measures the solution's impact on the desired outcomes and identifies any deviations from the expected performance.



5. Fosters a willingness to experiment and try new things, even if there's a risk of failure.



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).

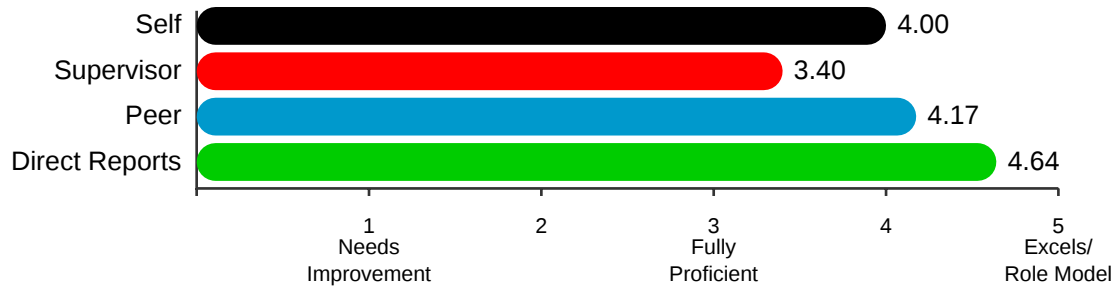
Item	n	Avg	LOA	Needs Improvement	Fully Proficient	Excels/ Role Model
1. Recognizes the challenges that have emerged or are about to emerge.	15	4.20	93.3	7%	67%	27%
2. Gets buy-in from constituents before implementing solutions.	15	4.87	100.0	13%	87%	
3. Reacts to problems as they arise.	15	4.27	93.3	7%	60%	33%
4. Measures the solution's impact on the desired outcomes and identifies any deviations from the expected performance.	15	4.40	86.7	13%	33%	53%
5. Fosters a willingness to experiment and try new things, even if there's a risk of failure.	15	4.33	93.3	7%	53%	40%

Comments:

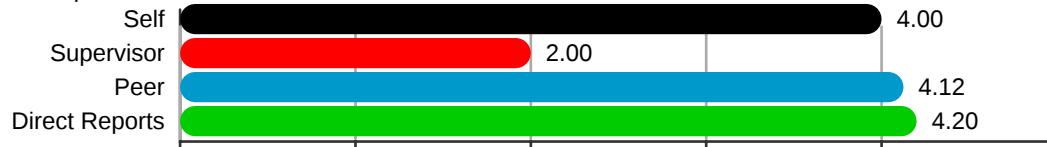
- I know ___ is working with her director and HR business partner in understanding her role as a operational manager.
- ___ does a great job in letting me know what is expected. She holds regular meetings to keep me on track and is helping to mentor me in my new role.
- Without a doubt, ___ is the best director I have worked for in my 30+ year carrer at [CompanyName]. She inspires me and everyone else she comes in contact with; to be excellent, not just good, but excellent. I feel supported, respected, recognized and needed as the manager of SCI.
- She is always looking to and listening to the staff for their and needs.
- I really appreciate and respect ___'s leadership and her ability to perceive issues and intricate insights into working toward solutions.
- I do not have much insight into her leadership effectiveness, as I rarely see her with her staff. My interactions with her and her team are generally separate meetings. She presents herself well to other leaders in the organization.

Excellence

Summary Scores



6. Takes a lot of pride in their work.



7. Produces high quality work.



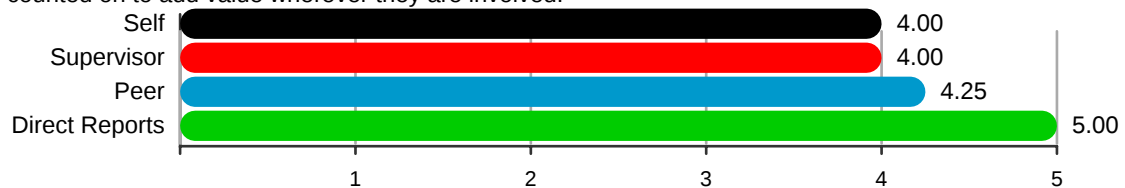
8. Keeps themselves and others focused on constant improvement.



9. Demonstrates the functional or technical skills necessary to do their job.



10. Can be counted on to add value wherever they are involved.



Level of Skill

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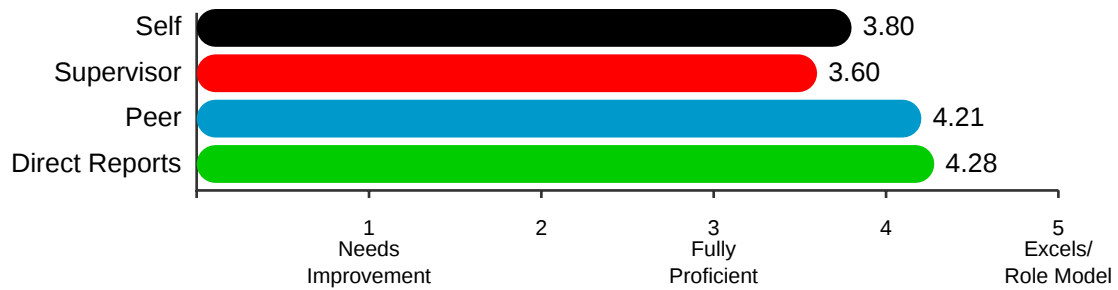
Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
6. Takes a lot of pride in their work.	15	4.00	80.0	7%	13%	53%	27%
7. Produces high quality work.	15	4.07	80.0		20%	53%	27%
8. Keeps themselves and others focused on constant improvement.	15	4.33	93.3	7%	47%		47%
9. Demonstrates the functional or technical skills necessary to do their job.	15	4.47	93.3	7%	40%		53%
10. Can be counted on to add value wherever they are involved.	15	4.47	93.3	7%	40%		53%

Comments:

- ___ 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.
- ___ is a great Manager. She is extremely talented at what she does and invests a great amount of effort into developing her staff. She is very supportive of staff growth, while also caring a great deal about each of her employees.
- She interacts effectively with our most difficult customers.
- I appreciate the straight forward style of leadership ___ uses.
- ___ is an outstanding leader and [CompanyName] is incredibly fortunate to have her on our team!
- ___ continues to be a great boss. She is available to us and always has time to help with anything.

Professional Development

Summary Scores



11. Keep themselves up-to-date of technical/professional issues



12. Demonstrate enthusiasm and a willingness to learn new skills and knowledge



13. Allows employees to fully participate in employee training and professional development.



14. Seeks opportunities for professional development.



15. Quickly acquire and apply new knowledge and skills when needed



Level of Skill

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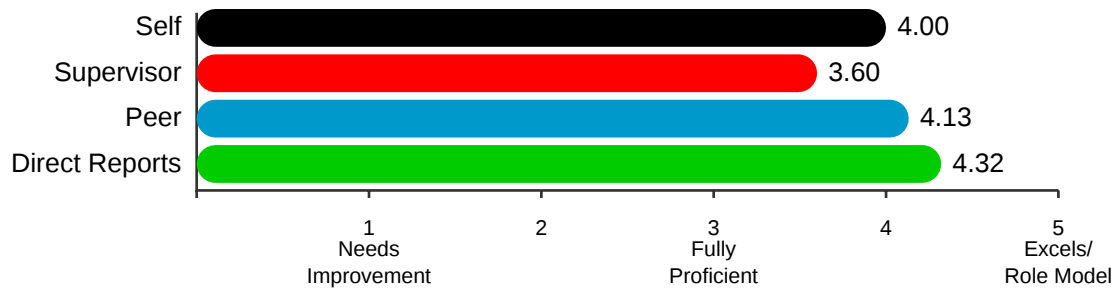
Item	n	Avg	LOA	Needs Improvement		Fully Proficient		Excels/ Role Model
11. Keep themselves up-to-date of technical/professional issues	15	4.60	100.0		40%		60%	
12. Demonstrate enthusiasm and a willingness to learn new skills and knowledge	15	4.27	100.0		73%			27%
13. Allows employees to fully participate in employee training and professional development.	15	4.33	100.0		67%			33%
14. Seeks opportunities for professional development.	15	3.93	73.3		27%		53%	20%
15. Quickly acquire and apply new knowledge and skills when needed	14	3.64	57.1	14%		29%	36%	21%

Comments:

- She always steps up and gets what needs to be done completed.
- She often becomes overly involved with projects and tries to change things when the projects and groups are running smoothly.
- I have found ___ to be very knowledgeable regarding the appropriate resources despite the fact that she is fairly new in her position.
- ___ is dedicated to her work and the employees that she manages. I am amazed at the kind of time she puts into this organization.
- Over the past few months ___ has been creating a bridge between the billing staff and the operations departments.
- She is determined to improve her own skillset and knowledge. She is definitely an example in this area.

Attitude

Summary Scores



16. Elevates the recognition of their team instead of themselves.



17. Genuinely concerned about others in the department.



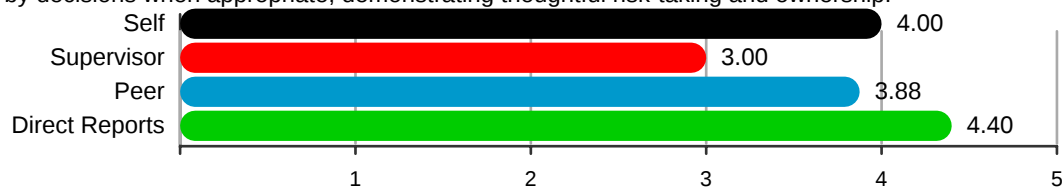
18. Reflects on missteps with a focus on building future success



19. Uses affirming language that emphasizes strengths, possibilities, and momentum.



20. Stands by decisions when appropriate, demonstrating thoughtful risk-taking and ownership.



Level of Skill

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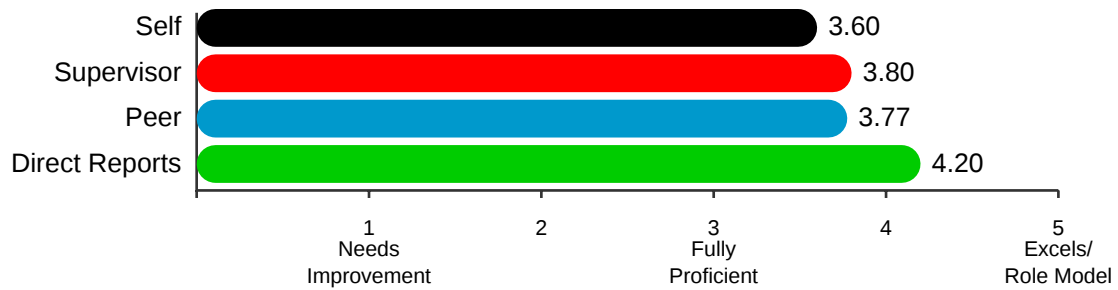
Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
16. Elevates the recognition of their team instead of themselves.	15	4.33	86.7	13%	40%	47%	
17. Genuinely concerned about others in the department.	15	4.27	93.3	7%	60%	33%	
18. Reflects on missteps with a focus on building future success	14	4.00	92.9	7%	86%	7%	
19. Uses affirming language that emphasizes strengths, possibilities, and momentum.	14	4.14	85.7	7%	7%	50%	36%
20. Stands by decisions when appropriate, demonstrating thoughtful risk-taking and ownership.	15	4.00	66.7	7%	27%	27%	40%

Comments:

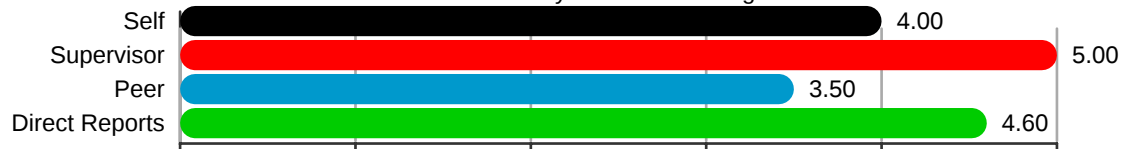
- ___ has been an outstanding partner to collaborate with and drive department initiatives to improve standard work.
- ___ has demonstrated the ability to manage significant changes in her area with great skill.
- ___ is fully engaged with all of the leadership team. She makes herself available to work 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.
- She is very effective.
- Her knowledge of what's needed to take us to the next level (designation) is to be commended.
- She can fall behind on projects without providing timely feedback.

Strategic Insight

Summary Scores



21. Notices inefficiencies or bottlenecks in workflows before they escalate into larger issues.



22. Ensures that the department's goals are strategically aligned with the company's goals.



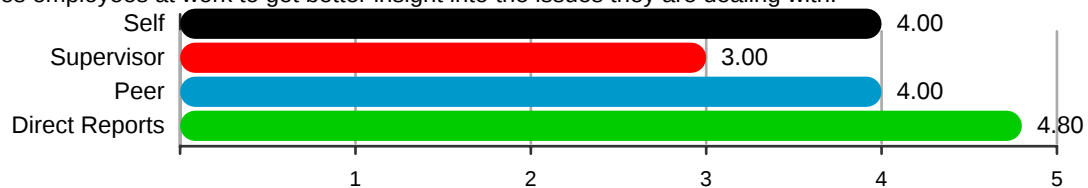
23. Leverages internal expertise and external partnerships to expand strategic capabilities.



24. Creates values statement to ensure all employees are working under the same guiding principles.



25. Observes employees at work to get better insight into the issues they are dealing with.



Level of Skill

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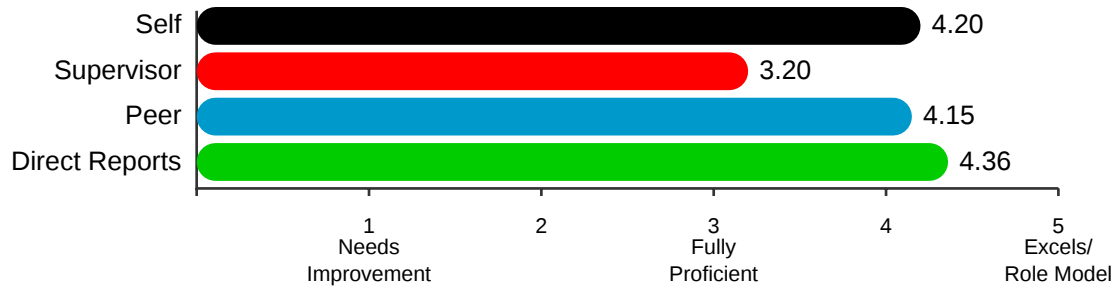
Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
21. Notices inefficiencies or bottlenecks in workflows before they escalate into larger issues.	15	4.00	66.7	13%	20%	20%	47%
22. Ensures that the department's goals are strategically aligned with the company's goals.	15	3.47	53.3	13%	33%	47%	7%
23. Leverages internal expertise and external partnerships to expand strategic capabilities.	15	3.60	66.7	13%	20%	60%	7%
24. Creates values statement to ensure all employees are working under the same guiding principles.	15	4.27	86.7	7%	7%	40%	47%
25. Observes employees at work to get better insight into the issues they are dealing with.	15	4.20	80.0	7%	13%	33%	47%

Comments:

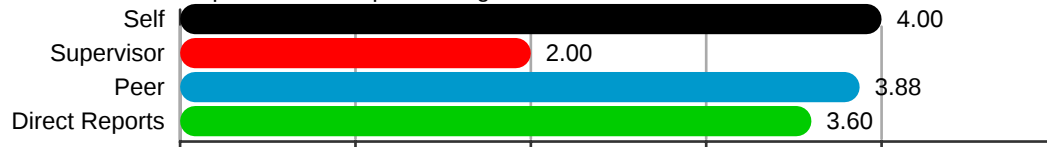
- She is open to feedback and actively tries to improve.
- She believes in joint decision making where appropriate such as hiring of new staff, but understands that some decision need to be made and can clearly identify those and communicates them well.
- She encourages staff skill development and input to improve department processes
- Sometimes work is pushed forward when she doesn't understand underlying issues and work needed.
- She can ask a question and truly listen to the answer before giving feedback.
- She has a way to make you always want to do better and be better. She has always been a very strong leader for the company.

Entrepreneurship

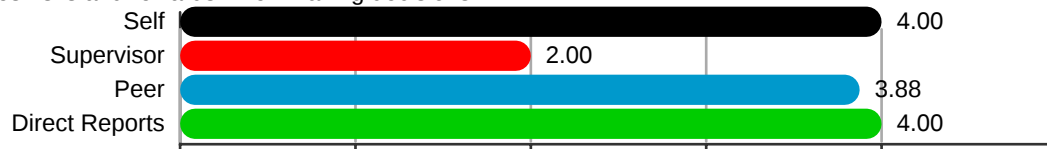
Summary Scores



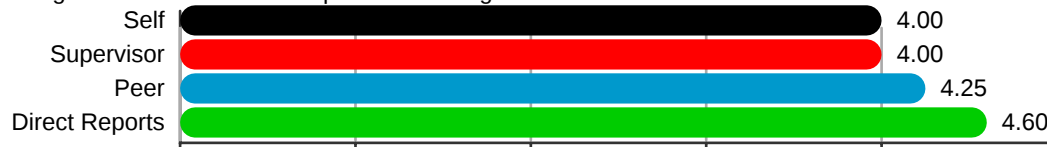
26. Exhibits determination and passion in completion of goals.



27. Balances risks and rewards when making decisions.



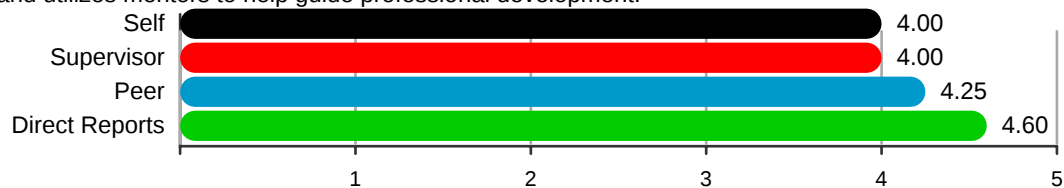
28. Has a strategic awareness on how to promote the organization.



29. Is comfortable operating in an environment of uncertainty.



30. Seeks and utilizes mentors to help guide professional development.



Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Needs Improvement) to green (Excels/ Role Model).

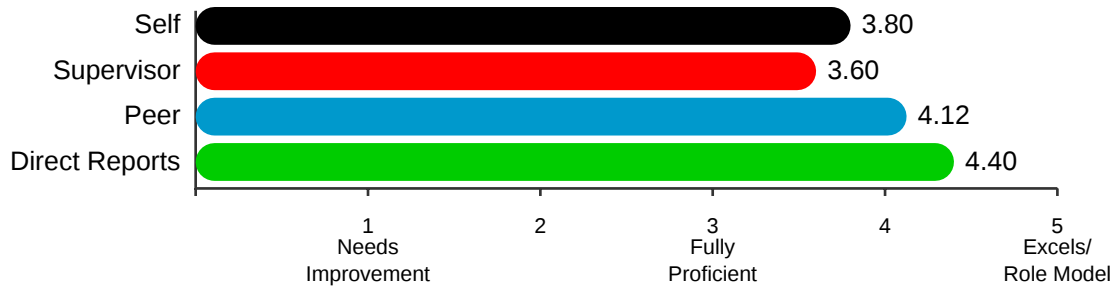
Item	n	Avg	LOA	Needs Improvement		Fully Proficient		Excels/ Role Model
26. Exhibits determination and passion in completion of goals.	15	3.67	66.7	20%	13%	47%		20%
27. Balances risks and rewards when making decisions.	15	3.80	73.3	20%	7%	47%		27%
28. Has a strategic awareness on how to promote the organization.	15	4.33	86.7		13%	40%		47%
29. Is comfortable operating in an environment of uncertainty.	15	4.67	100.0			33%		67%
30. Seeks and utilizes mentors to help guide professional development.	15	4.33	100.0			67%		33%

Comments:

- 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.
- ___ exhibits excellent customer first values at all times. Her knowledge is well known and is respected by the managers and executives.
- I would encourage ___ to have a more hands on approach during process improvement (although with that being said there has been a lot of change and it is not reasonable to expect her to have hands on with everything).
- She encourages staff skill development and input to improve department processes
- I think ___ works really hard to engage with everyone of us.
- ___ is thoughtful and organized in her decision making, by gathering information from available resources, then making a solid decision.

Planning

Summary Scores



31. Able to balance the needs of multiple stakeholders in developing the plan for the division.



32. Is good at planning for the "unexpected".



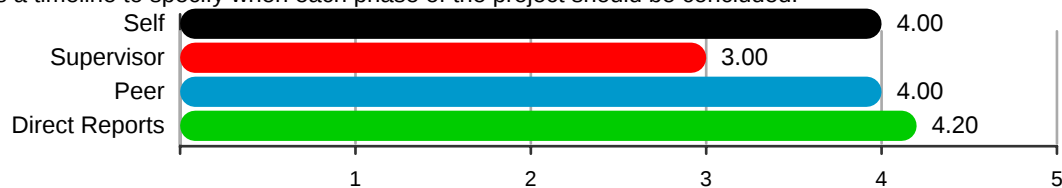
33. Develops plans to help manage expectations and project demands.



34. Develops strategic plans for ensuring competitiveness in the marketplace.



35. Creates a timeline to specify when each phase of the project should be concluded.



Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Needs Improvement) to green (Excels/ Role Model).

Item	n	Avg	LOA	Needs Improvement	Fully Proficient	Excels/ Role Model
31. Able to balance the needs of multiple stakeholders in developing the plan for the division.	15	4.07	80.0	20%	53%	27%
32. Is good at planning for the "unexpected".	15	4.47	100.0		53%	47%
33. Develops plans to help manage expectations and project demands.	15	4.13	80.0	20%	47%	33%
34. Develops strategic plans for ensuring competitiveness in the marketplace.	15	4.13	86.7	13%	60%	27%
35. Creates a timeline to specify when each phase of the project should be concluded.	15	4.00	80.0	20%	60%	20%

Comments:

- ___ would be my choice for permanent manager of the department.
- ___ has the talent to use different Leadership styles to fit the situation.
- ___ is highly professional in her everyday work.
- She encourages teammates more as a peer than a coach.
- She does a great job of ensuring that we keep our home and work life in balance and always offers to help in any way.
- I have never known ___ to not hire for talent.

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?

- Great addition to the department!
- ___ is a very good leader with significant talents. She's open to feedback from others and is continually trying to further develop her own self.
- ___ offers support to her managers in a style that is engaging, consistent, and motivating.
- I like it when a supervisor checks-in with me on my work progress and takes the time to review my work(which ___ does and excellent job of). But when the opportunity arises, sometimes I like it when a supervisor takes the time to sit down with me on a project and workside-by-side to get to a solution.
- ___ is one of the most thoughtful and thought provoking leaders that I encounter in this organization.
- I do very much appreciate that ___ will support me in a decision when needed.

What do you like best about working with this individual?

- I have appreciated ___'s approach to team work. Close collaborative work between managers is needed to provide high quality to customers.
- I feel she has my back and empowers me to make decisions in her absence ensuring she will have my back.
- ___ is a very good leader.
- Overall I think she does a great job and she is very approachable.
- ___ is very professional in dealing with her peers and the staff.
- Attitude and willingness to pitch in. Highly capable to take on tasks and run with them.

What do you like least about working with this individual?

- She desires to do great work.
- She is always only a phone call away and makes an effort to help the worker bee on a daily basis.
- ___ listens to employees ideas and concerns and address the issues right away.
- I look forward to learning and improving with her and the other members in the division.
- ___ is a very solid manager who meets or exceeds expectations of her role.
- Is very forward thinking and has the best interest of the company & the individual. Is approachable and an active listener.

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

- She engages in interactions positively and professionally. It is obvious that she cares about the service we deliver and the facilities we operate in.
- Always appreciate ___'s organized approach to coordinating service opportunities between departments
- Take charge without being pushed to do so.
- Could be more self-aware of impact on other team members
- ___'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.
- ___ does not beat around the bush nor does she have hidden agendas.

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

- She is always thinking outside the box, is highly creative and challenging (in a very good way!) in her thinking to create constant process improvement and professional growth in all those around her.
- I appreciate ___'s direct style, however, it can be too abrupt sometimes, causing staff to be afraid to speak up.
- She can always be counted on to do what she commits to.
- She understands our job and works with us to improve our productivity while being concerned with our job satisfaction.
- she is trying to prove her strengths and be a firm leader in the organization, however when she makes these decisions before hearing all sides, she appears as if she does not care about the consequences.
- Her role this past year stretched her time reducing the support needed in receiving timely response from external departments creating challenges in resolutions.

Any final comments?

- ____ has good knowledge and awareness of the strengths and talents within the organization.
- ____ always engaged her staff and ensured she obtained everyone's ideas and opinions before moving forward on a project. ____ invests in the projects she leads and follows them through to completion. ____ always maintains a focus on the customers and how we as an organization can best serve our customers.
- ____ 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.
- Is a fantastic source of feedback and growth development.
- ____ has great insights regarding individuals and relationships, as well as good ideas about processes.
- ____ needs to make sure and pass on company information she gets in emails or at the meetings. Sometimes we get information too late or not at all in regards to company happenings.