



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.

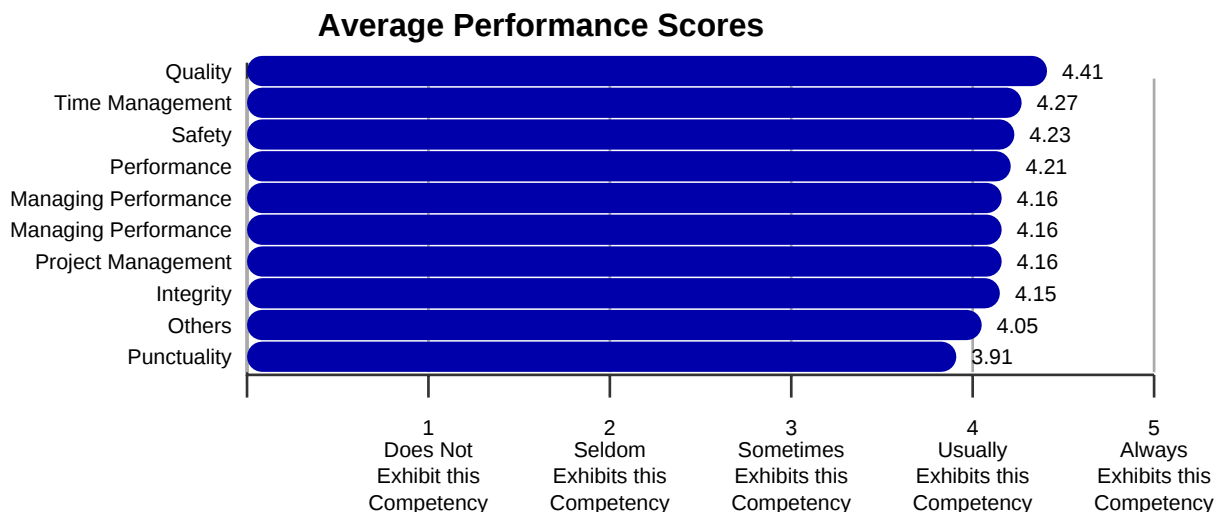
What to Do with Your Feedback

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.



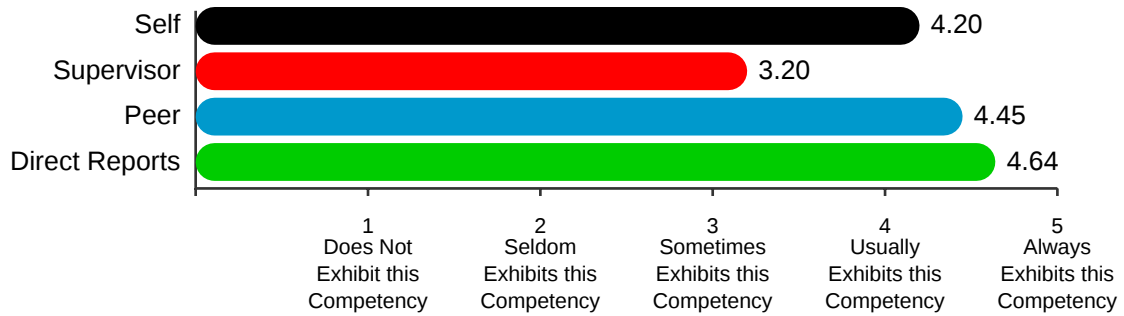
Gap Analysis

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.



Quality

Summary Scores



1. Ensures high consistency across batches or production runs.



2. Influences others to achieve high quality standards.



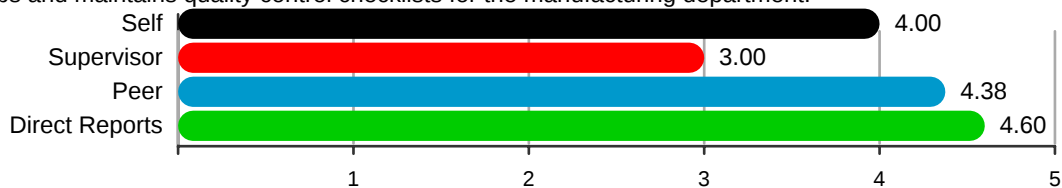
3. Verifies the correct materials were used in the installation.



4. Creates a culture of quality standards in the workplace.



5. Develops and maintains quality control checklists for the manufacturing 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).

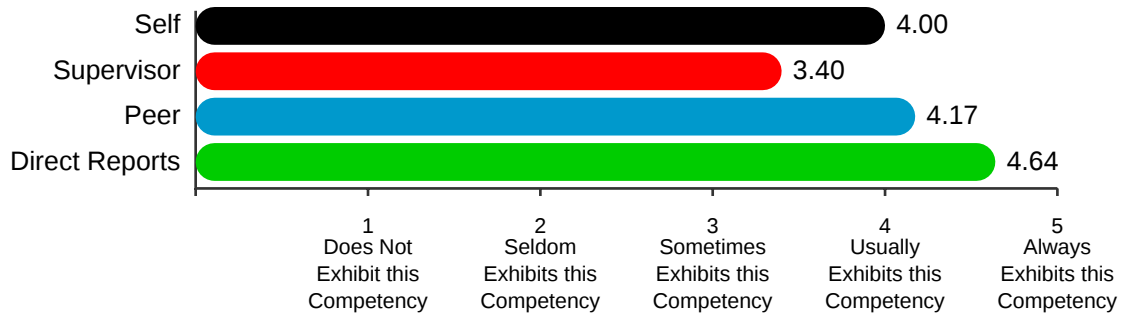
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
1. Ensures high consistency across batches or production runs.	15	4.20	93.3	7%		67%		27%
2. Influences others to achieve high quality standards.	15	4.87	100.0	13%		87%		
3. Verifies the correct materials were used in the installation.	15	4.27	93.3	7%		60%		33%
4. Creates a culture of quality standards in the workplace.	15	4.40	86.7	13%	33%		53%	
5. Develops and maintains quality control checklists for the manufacturing department.	15	4.33	93.3	7%		53%		40%

Comments:

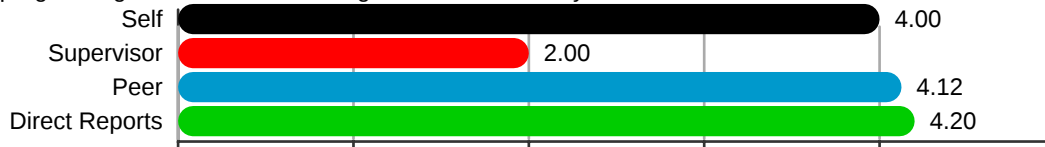
- I appreciate the straight forward style of leadership ____ uses.
- ____ has a very high integrity standard. She handles all of her business with the utmost professionalism.
- She is fair, focused and on top of things. She wears many hats at [CompanyName] and I admire the way she can 'know' what's happening in all areas.
- She will always take the time to discuss all customer service issues that may arise or are brought to her attention.
- She can fall behind on projects without providing timely feedback.
- She is, quite simply, the best boss I've ever had.

Time Management

Summary Scores



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



7. Gets a high volume of work done to avoid missing deadlines.



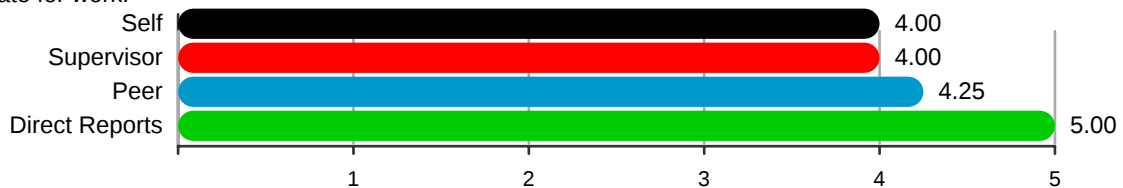
8. Allows for time buffers between tasks so that the schedule does not become delayed.



9. Uses a calendar effectively to keep track of when events or milestones are supposed to occur.



10. Never late for work.



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).

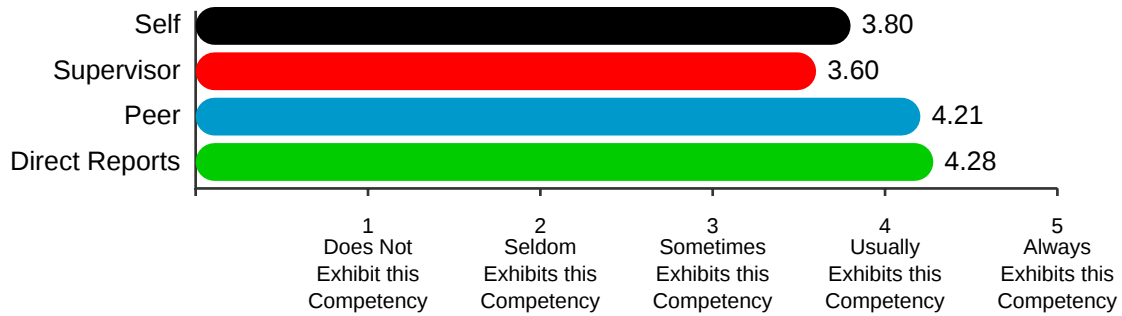
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
6. Tracks progress against timelines and flags variances for early correction	15	4.00	80.0	7%	13%	53%	27%	
7. Gets a high volume of work done to avoid missing deadlines.	15	4.07	80.0		20%	53%	27%	
8. Allows for time buffers between tasks so that the schedule does not become delayed.	15	4.33	93.3	7%	47%	47%		
9. Uses a calendar effectively to keep track of when events or milestones are supposed to occur.	15	4.47	93.3	7%	40%	53%		
10. Never late for work.	15	4.47	93.3	7%	40%	53%		

Comments:

- Always approachable no matter how busy she is.
- Is sincerely a role model for everything one would look for in a role model as a team member.
- You need to put yourself in a leadership role. Lead by your positivity and encouragement of others.
- She consistently involves employees in shared decision making.
- 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.
- ___ hires and retains performance oriented employees who are good listeners and collaborative in their approach helps guarantee our continuous improvement.

Managing Risk

Summary Scores



11. Decides what actions will be taken.



12. Establishes good controls over the process to better manage risks.



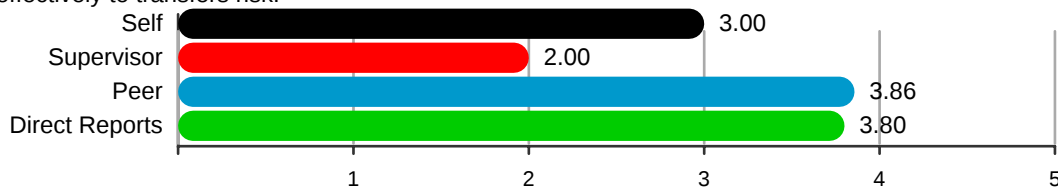
13. Designs risk management activities that support the success of the company.



14. Presents regular/monthly reports to the audit committee.



15. Works effectively to transfers risk.



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).

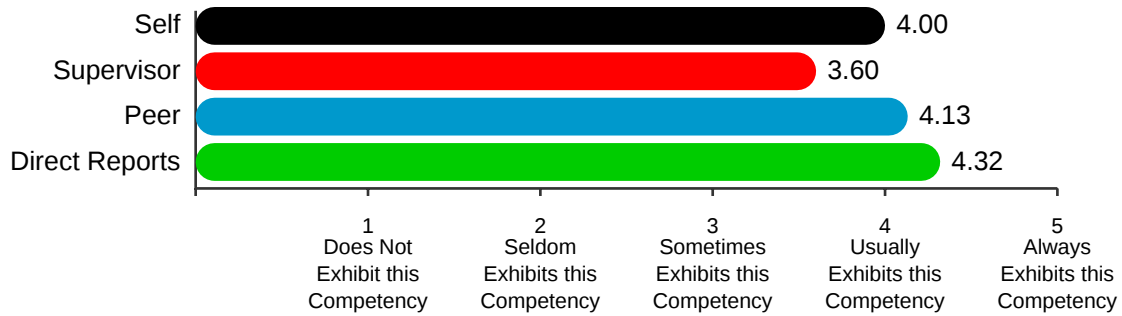
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
11. Decides what actions will be taken.	15	4.60	100.0			40%	60%	
12. Establishes good controls over the process to better manage risks.	15	4.27	100.0			73%		27%
13. Designs risk management activities that support the success of the company.	15	4.33	100.0			67%		33%
14. Presents regular/monthly reports to the audit committee.	15	3.93	73.3		27%	53%		20%
15. Works effectively to transfers risk.	14	3.64	57.1	14%	29%		36%	21%

Comments:

- She routinely demonstrates professionalism and her priority for service which is a model example for others.
- I have been most impressed by ___ in the last year. Her leadership and intervention into the roles and responsibilities of her staff have shown and instilled in me a greater understanding and appreciation for what the volunteers at [CompanyName] do. High degree of common sense and good decisions is what I have seen from ___.
- ___ has done a remarkable job managing the department.
- ___ provides opportunities for her staff to grow professionally and encourages them.
- I appreciate her openness and availability to all the staff.
- ___, more than anyone, takes what she's learned with Core Competencies and implements them.

Integrity

Summary Scores



16. Exemplifies commitment to integrity, dedication, and excellence, consistently aiming to positively influence the department.



17. Builds trust within the organization and with external stakeholders by owning up to mistakes.



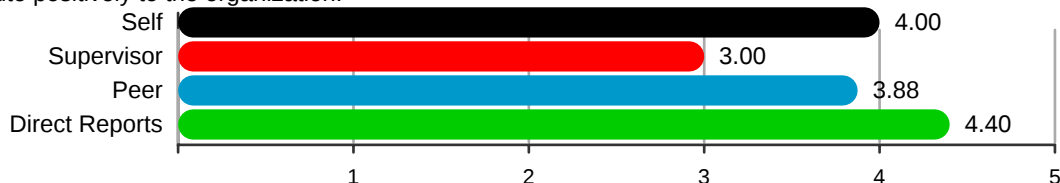
18. Responds courteously even when confronted with rude behavior to show that the principles of respect and kindness are unwavering, regardless of the situation.



19. Respects others as a demonstration of integrity and a core ethical principle of fairness and justice.



20. Demonstrates unwavering integrity, dedication, and excellence, continually working to enhance the team's success and contribute positively to the organization.



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).

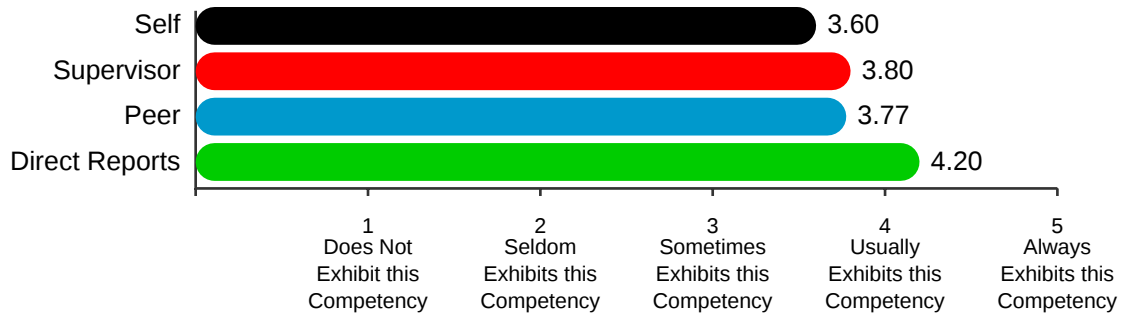
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
16. Exemplifies commitment to integrity, dedication, and excellence, consistently aiming to positively influence the department.	15	4.33	86.7	13%		40%	47%	
17. Builds trust within the organization and with external stakeholders by owning up to mistakes.	15	4.27	93.3	7%		60%		33%
18. Responds courteously even when confronted with rude behavior to show that the principles of respect and kindness are unwavering, regardless of the situation.	14	4.00	85.7	7%		86%		7%
19. Respects others as a demonstration of integrity and a core ethical principle of fairness and justice.	14	4.14	85.7	7%	7%	50%		36%
20. Demonstrates unwavering integrity, dedication, and excellence, continually working to enhance the team's success and contribute positively to the organization.	15	4.00	86.7	7%	27%	27%		40%

Comments:

- Management skills progressing well with experience.
- She does talk using technical language (Information Technology) but will explain what she means if I don't understand.
- From my perspective, ___ is a very effective leader. I have seen ___ provide good leadership for her staff allowing them to use and develop their skills further and giving them confidence to do even more. ___ is always open and is a great collaborator.
- Very service oriented. Responds to issues and concerns in a timely manner. Is always willing to help whenever / however possible.
- ___ is a reliable and valued colleague. She is collaborative, respectful and professional with her team members and customers outside the organization.
- She encourages staff skill development and input to improve department processes

Punctuality

Summary Scores



21. Conducts appointments at scheduled start time.



22. Maintains an efficient schedule of activities.



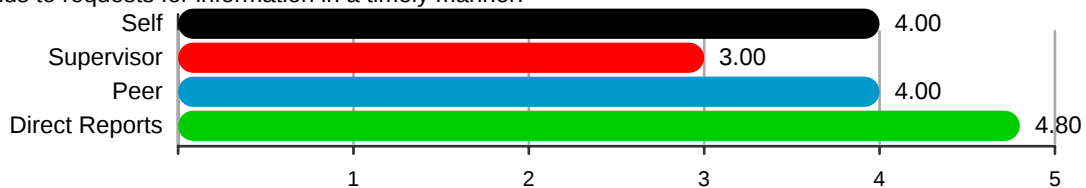
23. Invoices clients on a timely basis.



24. Arrives to meetings on time.



25. Responds to requests for information in a timely manner.



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).

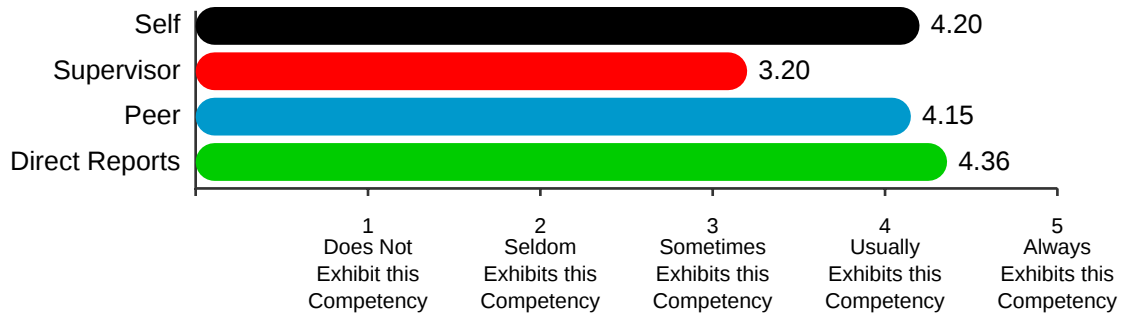
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
21. Conducts appointments at scheduled start time.	15	4.00	66.7	13%	20%	20%	47%	
22. Maintains an efficient schedule of activities.	15	3.47	53.3	13%	33%	47%	7%	
23. Invoices clients on a timely basis.	15	3.60	66.7	13%	20%	60%	7%	
24. Arrives to meetings on time.	15	4.27	86.7	7%	7%	40%	47%	
25. Responds to requests for information in a timely manner.	15	4.20	80.0	7%	13%	33%	47%	

Comments:

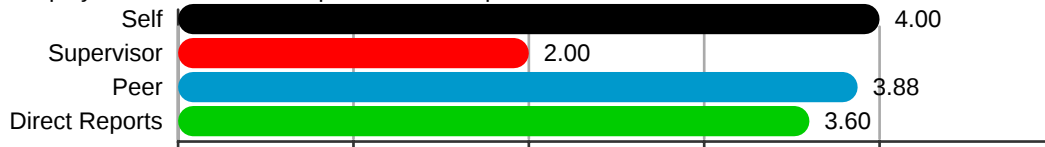
- ___ has superb technical experience. I think she should take more advantage of department meetings to brief the team on her priorities and initiatives.
- ___ is always looking for ways to improve our workflow and values input from the team members. On a personal note, she has a great sense of humor and is very personable. That goes a long way to making a positive work environment.
- I really appreciate and respect ___'s leadership and her ability to perceive issues and intricate insights into working toward solutions.
- I work with ___ regularly and see her interactions with other leaders frequently.
- ___ is very dedicated. She makes sure she is here all times of the day to capture evening shift staff.
- She was always looking for ways to improve the unit and continually went above and beyond for the customers and staff.

Managing Performance

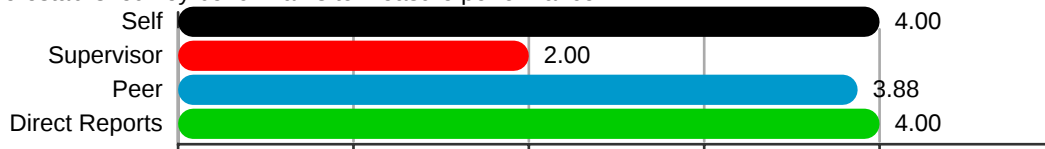
Summary Scores



26. Ensures employees understand their performance expectations.



27. Uses pre-established key benchmarks to measure performance.



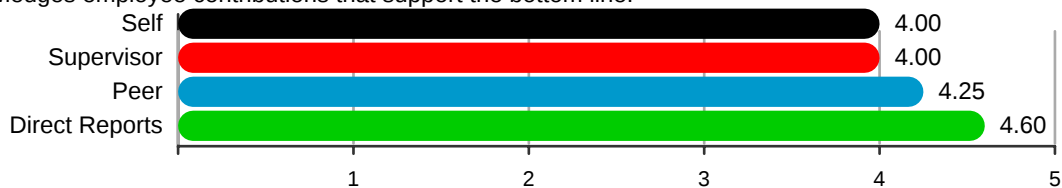
28. Establishes standards for expected performance.



29. Rewards exceptional individuals with additional responsibilities.



30. Acknowledges employee contributions that support the bottom line.



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).

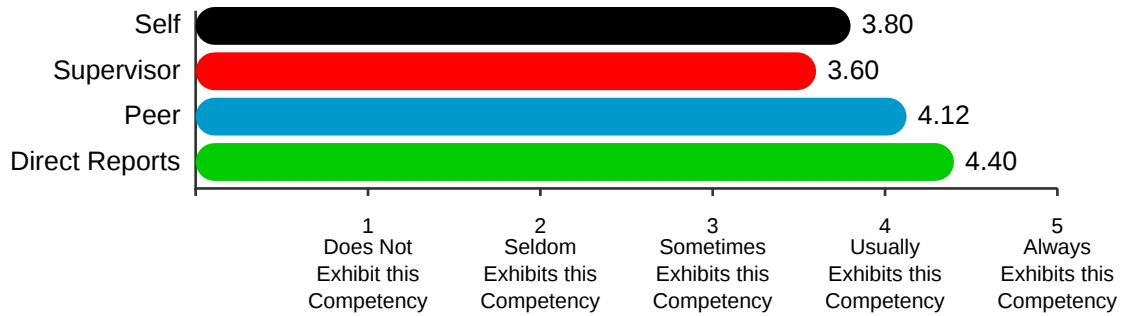
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
26. Ensures employees understand their performance expectations.	15	3.67	66.7	20%	13%	47%	20%	
27. Uses pre-established key benchmarks to measure performance.	15	3.80	73.3	20%	7%	47%	27%	
28. Establishes standards for expected performance.	15	4.33	86.7	13%	40%	47%		
29. Rewards exceptional individuals with additional responsibilities.	15	4.67	100.0	33%	67%			
30. Acknowledges employee contributions that support the bottom line.	15	4.33	100.0	67%	33%			

Comments:

- ___ has been eager to learn her new position and is transitioning well.
- Manager helps each of us to work on our strengths and weaknesses, which truly helps team improvement.
- ___ is an outstanding manager.
- She couldn't be more engaged if she tried.
- I think that ___ is making good strides in setting expectations through clear communication.
- ___ has done an amazing job in taking on this new role. She came into it with eyes wide open" and with a positive intensity that demonstrates a competence and a commitment to this organization.

Project Management

Summary Scores



31. Manages various facets of the project to keep it on track with the delivery date.



32. Correctly estimates the cost of supplies for the project.



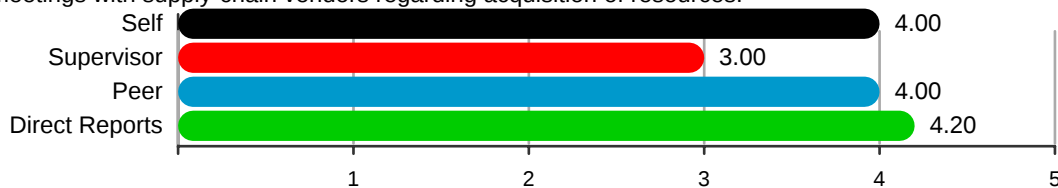
33. Outlines the key objectives for the project.



34. Ensures accountability throughout the project lifecycle.



35. Holds meetings with supply-chain vendors regarding acquisition of resources.



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).

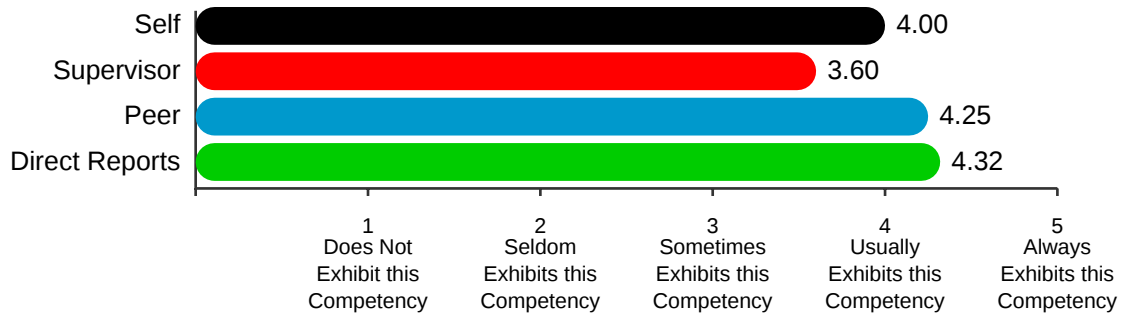
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
31. Manages various facets of the project to keep it on track with the delivery date.	15	4.07	80.0	20%		53%		27%
32. Correctly estimates the cost of supplies for the project.	15	4.47	100.0			53%		47%
33. Outlines the key objectives for the project.	15	4.13	80.0	20%		47%		33%
34. Ensures accountability throughout the project lifecycle.	15	4.13	86.7	13%		60%		27%
35. Holds meetings with supply-chain vendors regarding acquisition of resources.	15	4.00	80.0	20%		60%		20%

Comments:

- ___ is very approachable for all departmental staff. She maintains a professional yet personable attitude at all times.
- She includes appropriate people in her decisions and follows through on decisions made.
- she has patience.
- ___ leads by example.
- I was excited to come on board under ___'s leadership when she hired me, and I began working here in March of this year.
- I respect ___'s focus and hard work to move this work forwards for the good of the organization and our customers, and without her personal efforts this project would not be underway.

Performance

Summary Scores



36. ...Produce Quality



37. Has great overall performance



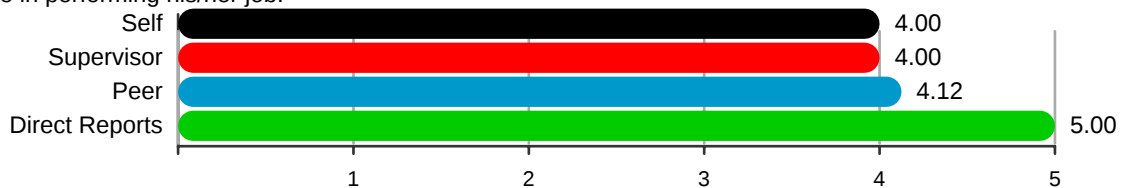
38. Works well in this position.



39. Listens and responds to issues and problems



40. Effective in performing his/her job.



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).

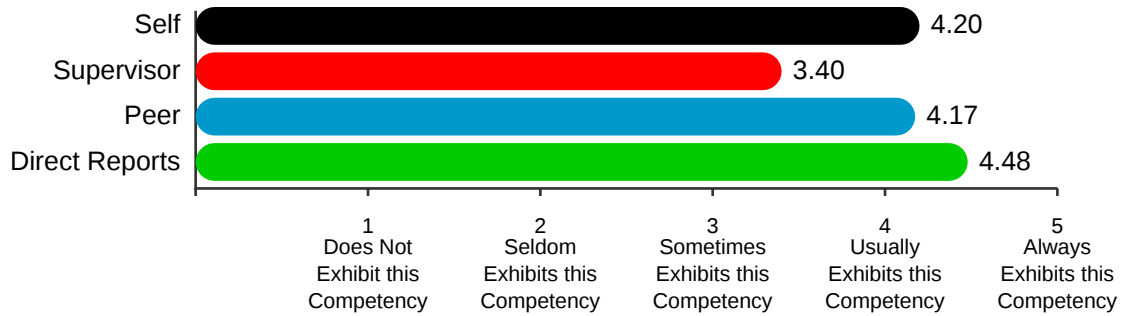
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
36. ...Produce Quality	15	4.33	100.0			67%		33%
37. Has great overall performance	15	3.93	80.0	13%	7%	53%		27%
38. Works well in this position.	15	4.27	86.7		13%	47%		40%
39. Listens and responds to issues and problems	15	4.13	86.7		13%	60%		27%
40. Effective in performing his/her job.	15	4.40	93.3		7%	47%		47%

Comments:

- Although I have only reported to ___ for a couple of months, the quality of my work life" has improved greatly.
- ___ is an outstanding listener and provides excellent feedback. She keeps me up to date regarding system leadership goals and concerns. This insight helps to guide division priorities.
- Communication to staff has greatly improved.
- ___ is a high performer, yet she is also self-aware, and is constantly challenging herself and her coworkers to improve.
- ___ is a knowledgeable professional committed to improvement and quality. ___ shows her expertise in meetings and conversations, is helpful and solves problems effectively.
- ___ does a great job of ensuring her departments are meeting the needs of the organization and our community.

Safety

Summary Scores



41. Is not afraid to question a potential safety issue observed in the workplace.



42. Participates in safety training when offered.



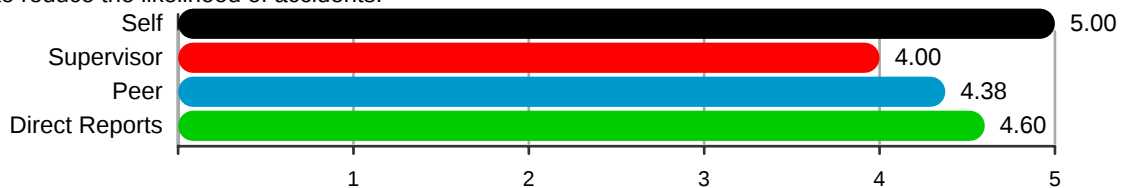
43. Keeps accurate safety records.



44. Supports our company's safety programs.



45. Seeks to reduce the likelihood of accidents.



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).

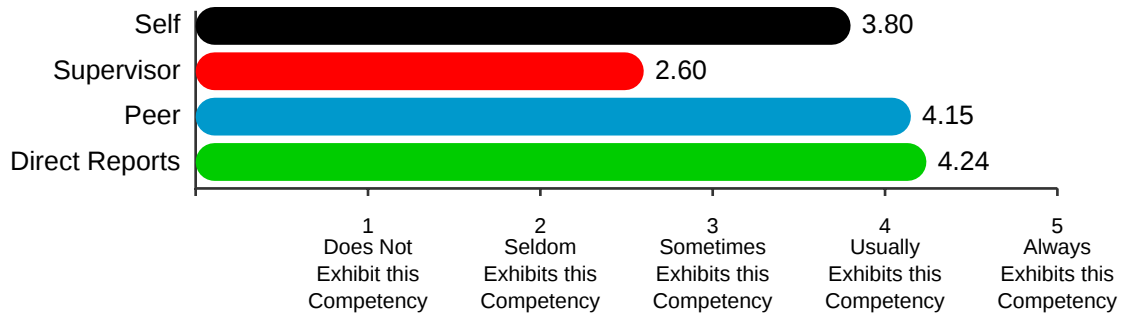
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
41. Is not afraid to question a potential safety issue observed in the workplace.	15	4.33	93.3	7%		53%	40%	
42. Participates in safety training when offered.	15	4.20	80.0	20%		40%	40%	
43. Keeps accurate safety records.	15	4.13	86.7	13%		60%	27%	
44. Supports our company's safety programs.	15	4.00	86.7	13%		73%		13%
45. Seeks to reduce the likelihood of accidents.	15	4.47	93.3	7%	40%		53%	

Comments:

- Strength is in embracing diversity by being open to opposing perspectives or viewpoints. Sometimes this leads to weak communication of expectations to entire team as some understand while others do not the issues or developments that are occurring.
- I enjoy working with _____. She is very responsive to questions. She seeks out advice or discussion with me at the appropriate times to make sure her projects are successful.
- _____ works very well with other departments.
- _____ was very clear with a shared staff member on expectations of mandatory education requirements. I am glad _____ has joined the team.
- _____ is always professional and demonstrates integrity in her daily work. She is consistently respectful and values other members of the team.
- Uses her people skills to change negative situations into positive.

Others

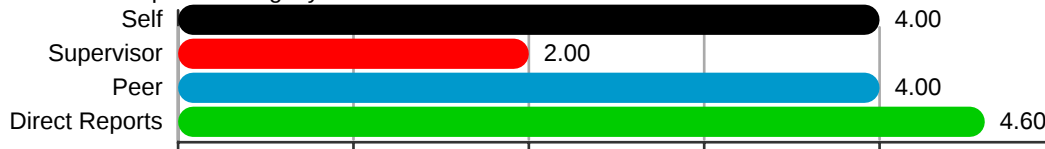
Summary Scores



46. ...treats others with respect and dignity.



47. Treats others with respect and dignity.



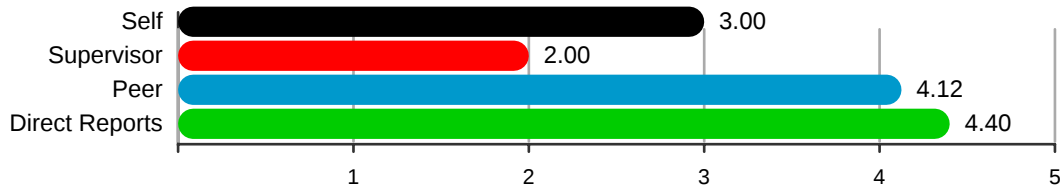
48. Is able to see issues from others' perspectives.



49. Constructively receives criticism and suggestions from others.



50. Helpful



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. ...treats others with respect and dignity.	15	3.87	80.0	7%	13%	67%	13%	
47. Treats others with respect and dignity.	15	4.07	86.7	13%	53%	33%		
48. Is able to see issues from others' perspectives.	15	4.13	86.7	13%	60%	27%		
49. Constructively receives criticism and suggestions from others.	15	4.20	86.7	7%	7%	47%	40%	
50. Helpful	15	4.00	73.3	13%	13%	33%	40%	

Comments:

- I know that ___ cares about me as a total individual not just as a professional.
- The team should be able to function independently when she's not here, but her involvement in projects at the staff level prevents them from doing that because they feel they need her input, permission or approval before moving forward. If she left the day-to-day work to the director to handle, including management of the team, her role could be more focused on setting direction and a vision for the department vs. getting involved in daily or routine tasks.
- I have not been directly involved in making hiring decisions with her, but I do know that she makes a point to ensure all stakeholders are involved in the process and decision.
- ___ always goes above and beyond in her daily work.
- I appreciate how ___ guides, supports, and direct staff.
- I think ___ is doing to great job! The learning curve is steep and she is growing to meet the challenge.

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?

- Need to improve department's focus on role in providing excellent customer experience despite no direct measure of performance.
- In her role as a director, I have seen ___ continually role modeling expectations that reflect a clear customer service focus resulting in the best customer experience.
- ___ is a great listener and leader for the department.
- Delegates often with little to no direction.
- Manager engages in all categories described above as marked.
- Would like to see ___ more engaged in collaboration with other departments, specifically research, in designing training objectives.

What do you like best about working with this individual?

- She has a style that is intimidating to some and thus she needs to be (and is) aware of her effect on the room when she walks in.
- I think ___ should learn to be more concise and focused in her comments. She can consume a lot of meeting time with commentary that is lengthy and not always on point.
- 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 an outstanding listener and provides excellent feedback. She keeps me up to date regarding system leadership goals and concerns. This insight helps to guide division priorities.
- Her professionalism, willingness to assist in any situation, and integrity are integral to our organizational effectiveness.
- She is very supportive of cross training and learning new skills.

What do you like least about working with this individual?

- ___ is very aware of this as a manager and continues to work with her team to have more awareness. I would encourage her to also use the strengths of her peers to help her through this transition.
- ___ is very knowledgeable in the area of Information Technology, and seems very interested in gaining further expertise in Operations.
- Improve communication delivery. Acknowledge what others are saying.
- She is well respected by her peers and it is clear to see why.
- At times I feel that ___ presents things in meetings that she's not well versed in. I would encourage her to be very familiar with the items she's presenting as her credibility, at times, suffers when she attempts to address something in meetings in her area that she's not well versed in.
- ___ demonstrates her passion of taking great care of the customers and focuses her team to ensure they are demonstrating excellent customer service.

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

- ___ has done tremendous work this past year in the Finance team.
- She make sure the team effort not only succeed on paper.
- ___ is an outstanding manager.
- ___ has also attended many off-site events to show her support to department staff.
- I cannot say if she challenges others.
- I would like to receive some more feedback on completed tasks to make sure I am being effective.

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

- Team player who gets it. Not afraid of making tough decisions or having tough conversations. She can do it all.
- I appreciate that ___ reaches out to communicate expected changes and organizational impact.
- She is quick to contribute to conversations regarding the company and provides good suggestions to the group.
- Sometimes her decisions aren't thought through from a financial perspective.
- She follows up on questions and she is easily accessible. I think she is doing a great job!
- ___ is easy to work with and is a positive energy in meetings. She makes an effort to build and maintain relationships throughout the organization.

Any final comments?

- I think ___ has areas in her new Division where she needs to increase her knowledge; this is not a criticism.
- I am glad ___ was chosen to step in and take lead of [CompanyName]. She uses good judgment and makes the right decisions, even when they are difficult.
- She has a style that is intimidating to some and thus she needs to be (and is) aware of her effect on the room when she walks in.
- She has high expectations of us as staff and of our volunteer team so that we are providing exceptional experiences every time.
- Good Communication skill set. Always on task. Provides a good learning environment and listens to the needs of those that work with her. A pleasure to work with. A+
- ___ continually devotes her attention to opportunities for process improvement and professional growth.