



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.

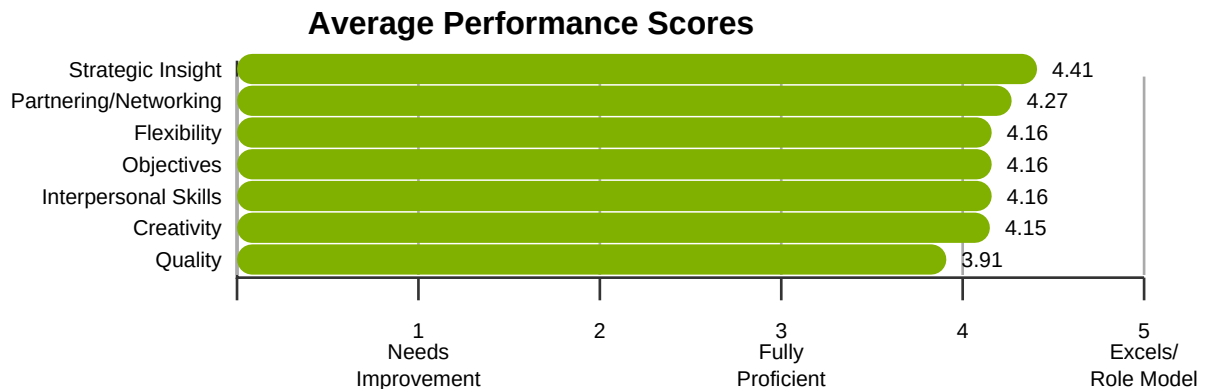
What to Do with Your Feedback

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.



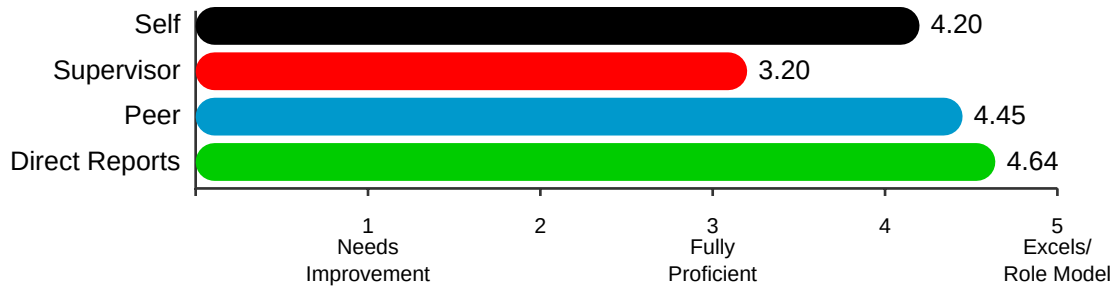
Gap Analysis

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.



Strategic Insight

Summary Scores



1. Demonstrates knowledge of organizational history, values, and long-term goals when making strategic recommendations.



2. Recognizes when strategic plans are no longer relevant due to environmental or organizational changes.



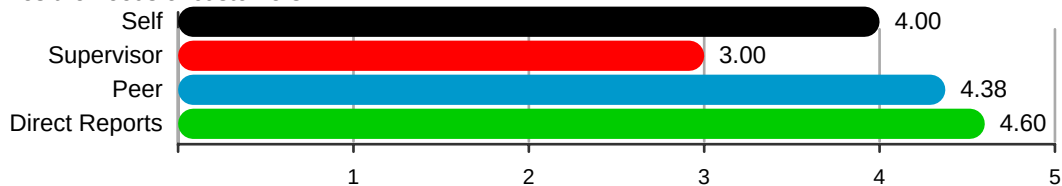
3. Formulates policies and strategies for addressing the Company's important challenges.



4. Communicates with employees to find out their needs.



5. Recognizes the needs of customers.



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).

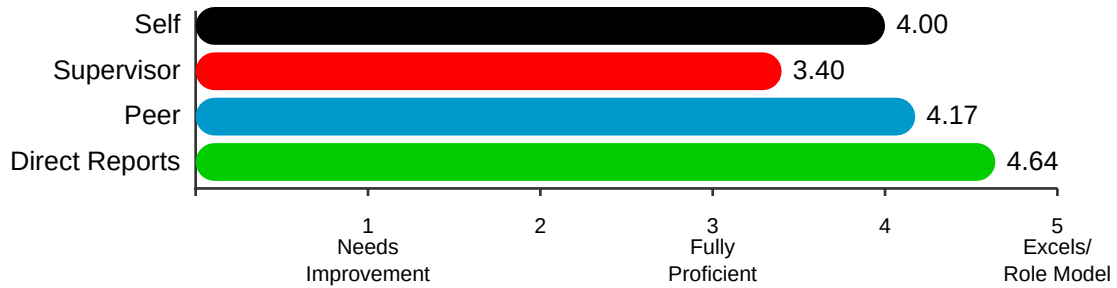
Item	n	Avg	LOA	Needs Improvement	Fully Proficient	Excels/ Role Model
1. Demonstrates knowledge of organizational history, values, and long-term goals when making strategic recommendations.	15	4.20	93.3	7%	67%	27%
2. Recognizes when strategic plans are no longer relevant due to environmental or organizational changes.	15	4.87	100.0	13%	87%	
3. Formulates policies and strategies for addressing the Company's important challenges.	15	4.27	93.3	7%	60%	33%
4. Communicates with employees to find out their needs.	15	4.40	86.7	13%	33%	53%
5. Recognizes the needs of customers.	15	4.33	93.3	7%	53%	40%

Comments:

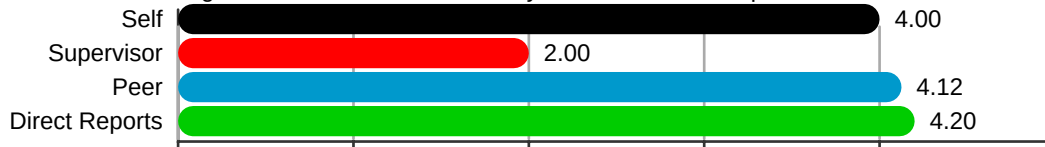
- ___ communicates her expectations of the team well and involves them in the process improvement plans.
- I know ___ is working with her director and HR business partner in understanding her role as a operational manager.
- The role of interim director is new to ___ and since she is still learning that, it impacts her ability to make sound judgements in her daily work.
- ___ does routinely demonstrate and encourage collaboration with other departments, but sometimes all of the information does not make it through the whole team or those involved. this has improved but can use a little more work on the consistant side of it.
- ___ continues to be a wonderful boss and mentor.
- She challenges the executive leadership group to play an active part in implementing and evaluating improvements.

Partnering/Networking

Summary Scores



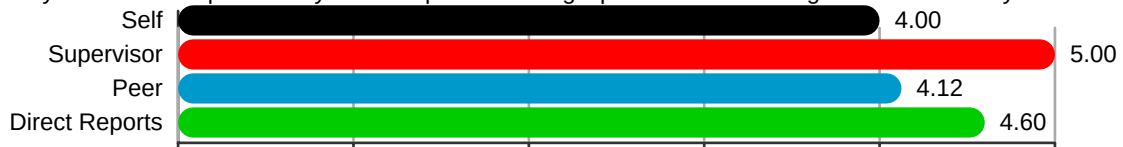
6. Expands network of colleagues to include others who may contribute to the department's success.



7. Manages effective partnerships between public, private, and non-profit sectors.



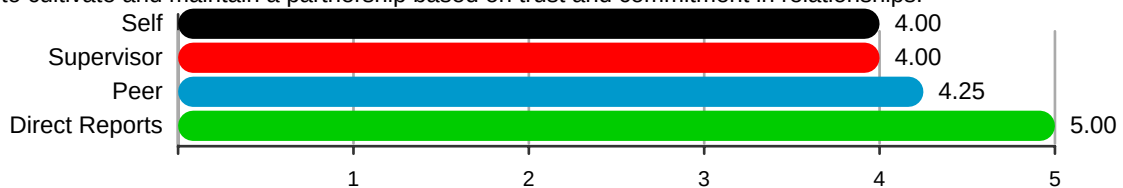
8. Successfully identifies complementary and compatible strategic partners with colleagues in the industry.



9. Supports strategic alliances to combine strengths of both parties.



10. Strives to cultivate and maintain a partnership based on trust and commitment in relationships.



Level of Skill

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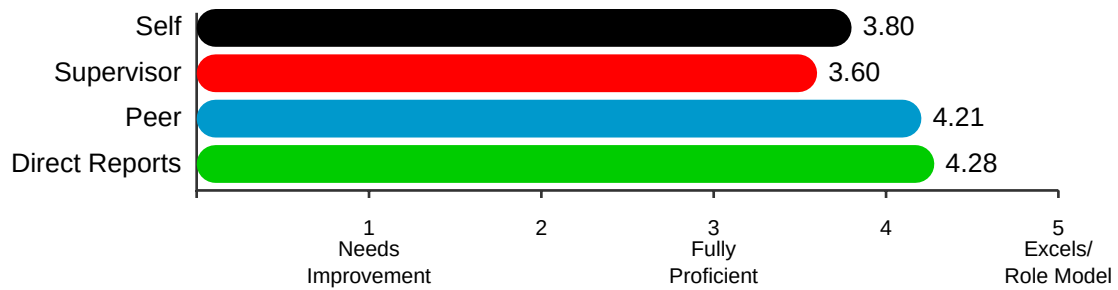
Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
6. Expands network of colleagues to include others who may contribute to the department's success.	15	4.00	80.0	7%	13%	53%	27%
7. Manages effective partnerships between public, private, and non-profit sectors.	15	4.07	80.0		20%	53%	27%
8. Successfully identifies complementary and compatible strategic partners with colleagues in the industry.	15	4.33	93.3	7%		47%	47%
9. Supports strategic alliances to combine strengths of both parties.	15	4.47	93.3	7%		40%	53%
10. Strives to cultivate and maintain a partnership based on trust and commitment in relationships.	15	4.47	93.3	7%		40%	53%

Comments:

- ___'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.
- She gives you confidence knowing she always has your back.
- Very knowledgeable and always steps up if help is needed.
- ___ maintains her focus on safety for all customers and staff. She stays current recent literature/research and forwards articles that may bring value to how safety is addressed at [CompanyName].
- The same communication struggles translate into sometimes not clearly defining outcomes and expectations.
- She is very customer focused and this reflects in her division leadership and performance.

Flexibility

Summary Scores



11. Able to change the workflow as needed to facilitate changes in regulations or policies.



12. Allows for flexibility in setting realistic performance goals.



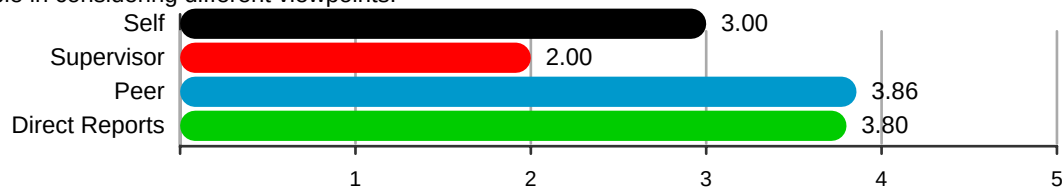
13. Delivers a variety of products that vary in type and volume.



14. Ensures that each employee's unique learning style is accommodated, which maximizes the effectiveness of the training.



15. Is flexible in considering different viewpoints.



Level of Skill

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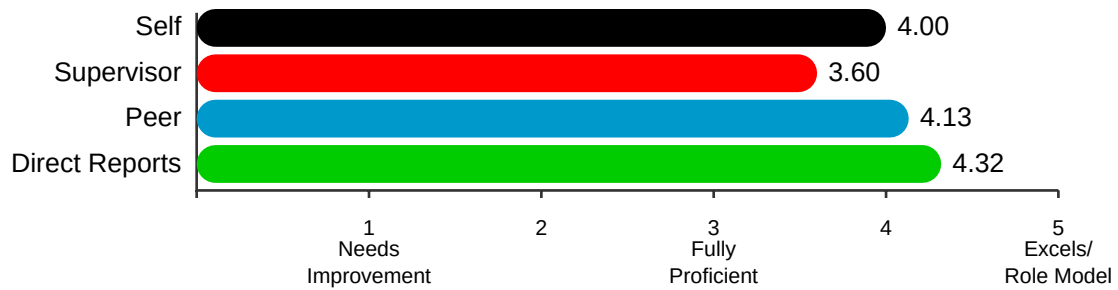
Item	n	Avg	LOA	Needs Improvement		Fully Proficient		Excels/ Role Model
11. Able to change the workflow as needed to facilitate changes in regulations or policies.	15	4.60	100.0		40%		60%	
12. Allows for flexibility in setting realistic performance goals.	15	4.27	100.0		73%			27%
13. Delivers a variety of products that vary in type and volume.	15	4.33	100.0		67%			33%
14. Ensures that each employee's unique learning style is accommodated, which maximizes the effectiveness of the training.	15	3.93	73.3	27%		53%		20%
15. Is flexible in considering different viewpoints.	14	3.64	57.1	14%	29%	36%		21%

Comments:

- She tends to have self doubt at times, as we all do. But she is working on her confidence, and absolutely growing as a person.
- Communicate regularly with the whole company, not just one department.
- She does not always attend scheduled meetings. I know that she has been busy with other things but a call that she will not be able to attend would be helpful.
- I think ___ is an excellent addition to the manager team. As a new manager, she seems to be doing a great job!
- She has a keen ability to help staff look at situations from a different perspective to ensure staff are making informed decisions.
- Keep striving for excellence. Establishing this mindset along with experience will be powerful.

Creativity

Summary Scores



16. Provides employees with free time to be able to be creative.



17. Develops imaginative approaches that better serve stakeholder needs.



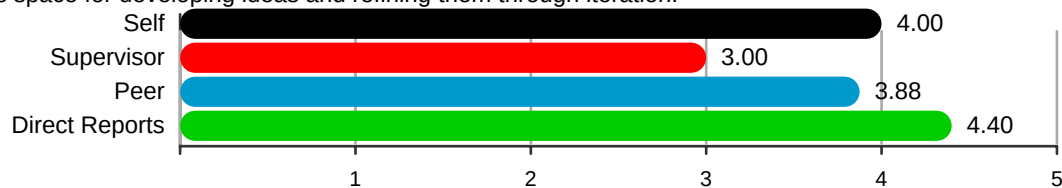
18. Engages in continuous development to expand creative capacity through learning.



19. Invites diverse viewpoints to challenge conventional thinking.



20. Creates space for developing ideas and refining them through iteration.



Level of Skill

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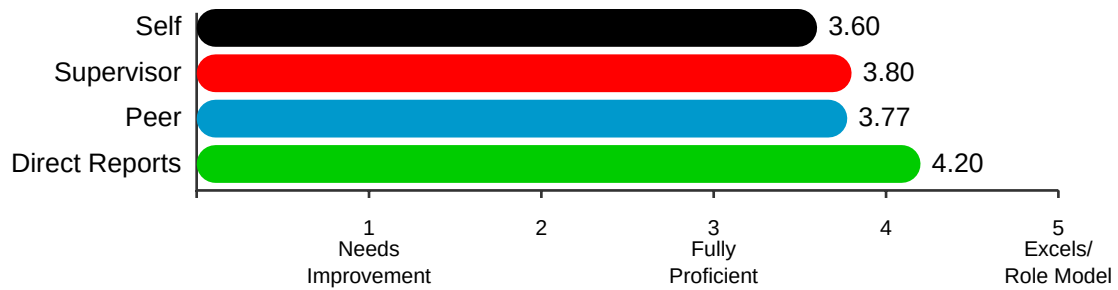
Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
16. Provides employees with free time to be able to be creative.	15	4.33	86.7	13%	40%	47%	
17. Develops imaginative approaches that better serve stakeholder needs.	15	4.27	93.3	7%	60%	33%	
18. Engages in continuous development to expand creative capacity through learning.	14	4.00	92.9	7%	86%	7%	
19. Invites diverse viewpoints to challenge conventional thinking.	14	4.14	85.7	7%	7%	50%	36%
20. Creates space for developing ideas and refining them through iteration.	15	4.00	66.7	7%	27%	27%	40%

Comments:

- She looks at problems in a systematic way and asks for input prior to making decisions.
- More opportunities to share knowledge with the team.
- She has an open door policy and is available when needed.
- She communicates clearly, and is always willing to listen attentively.
- She has a talent for breaking through the bureaucracy of [CompanyName] administration and keeping her attention on improving her department.
- She knows product and how to engage potential clients.

Quality

Summary Scores



21. Designs effective quality control systems.



22. Responds to issues immediately.



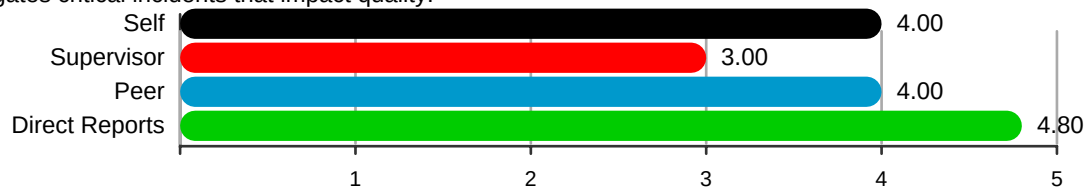
23. Develops specific quality standards/goals to be met within a specified timeframe.



24. Ensures high consistency across batches or production runs.



25. Investigates critical incidents that impact quality.



Level of Skill

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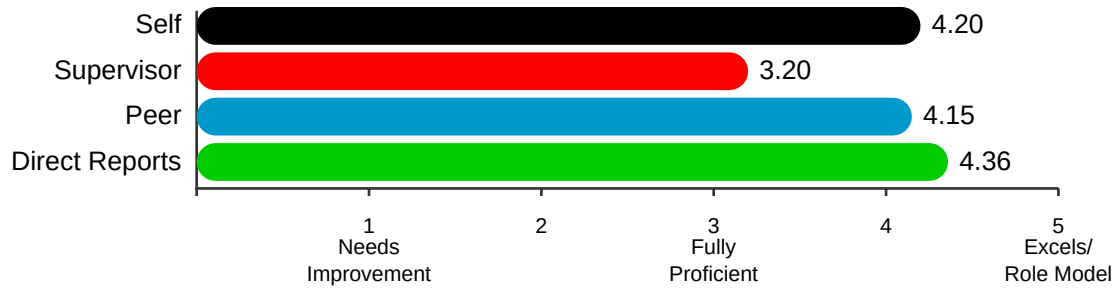
Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
21. Designs effective quality control systems.	15	4.00	66.7	13%	20%	20%	47%
22. Responds to issues immediately.	15	3.47	53.3	13%	33%	47%	7%
23. Develops specific quality standards/goals to be met within a specified timeframe.	15	3.60	66.7	13%	20%	60%	7%
24. Ensures high consistency across batches or production runs.	15	4.27	86.7	7%	7%	40%	47%
25. Investigates critical incidents that impact quality.	15	4.20	80.0	7%	13%	33%	47%

Comments:

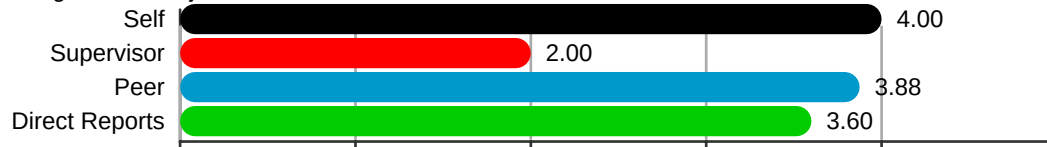
- ___ has brought a much needed positive change to [CompanyName].
- ___ is a great leader. She provides guidance and sets expectations to ensure desired outcomes.
- ___ has extremely strong communication skills and is able to work in a wide variety of settings.
- An all around great person who is knows smart, is not arrogant, willing to teach, and willing to give & receive honest feedback.
- ___ has demonstrated a strong drive in initially single handedly pushing the project forwards.
- I enjoy working with ___ very much.

Objectives

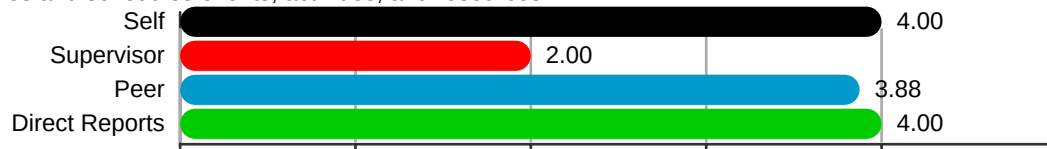
Summary Scores



26. Establishes goals and objectives.



27. Organizes and schedules events, activities, and resources.



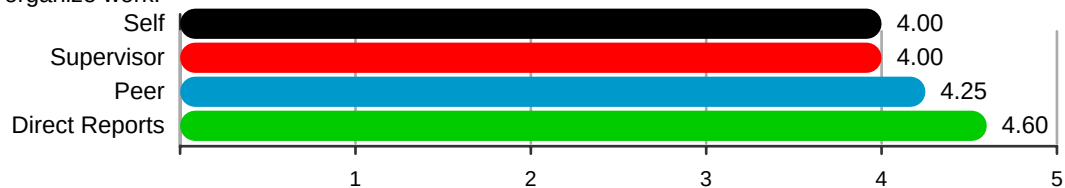
28. Consistently provides me with timely feedback for improving my performance.



29. Sets long-term and short-term goals.



30. Able to organize work.



Level of Skill

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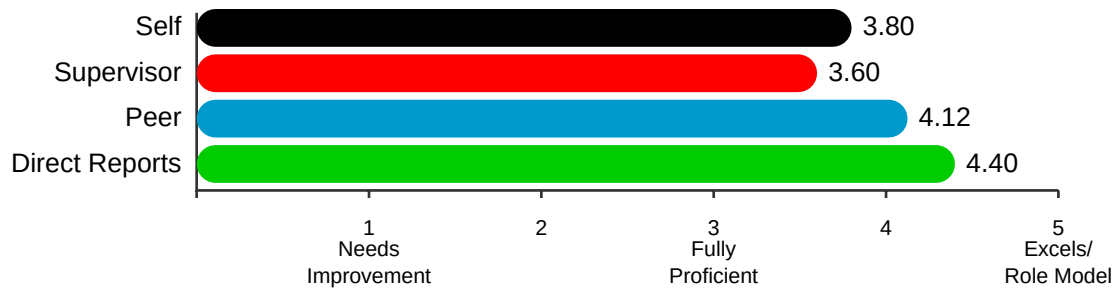
Item	n	Avg	LOA	Needs Improvement		Fully Proficient		Excels/ Role Model
26. Establishes goals and objectives.	15	3.67	66.7	20%	13%	47%		20%
27. Organizes and schedules events, activities, and resources.	15	3.80	73.3	20%	7%	47%		27%
28. Consistently provides me with timely feedback for improving my performance.	15	4.33	86.7	13%		40%		47%
29. Sets long-term and short-term goals.	15	4.67	100.0			33%		67%
30. Able to organize work.	15	4.33	100.0			67%		33%

Comments:

- She completes complex, multi-faceted tasks efficiently and involves essential staff which generates support and positive momentum.
- ___ is very reliable, respectful and ethical in her leadership.
- 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.
- ___ is very detailed and has developed the ability to continually use data and the facts to support any process change or to celebrate the division successes. The division has seen a lot of transition and throughout this transition she has maintained an open line of communication and remained available to staff who have voiced concerns.
- We actively look for opportunities to serve and ways to improve our service. Communication and engagement are key elements of our strategy.
- ___ 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.

Interpersonal Skills

Summary Scores



31. Is well respected in the department.



32. Sees values in the diversity of individuals on the team.



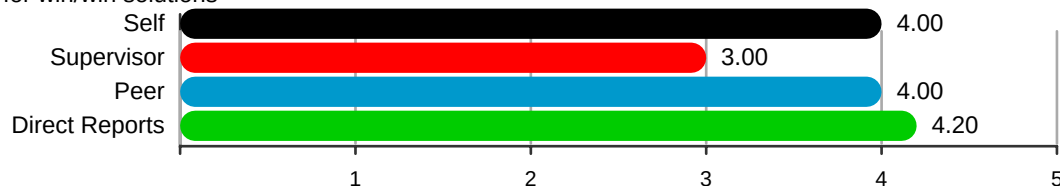
33. Works diligently to assist customers in finding the right products.



34. Uses knowledge and charisma rather than position, power, or coercion to influence others



35. Strives for win/win solutions



Level of Skill

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Item	n	Avg	LOA	Needs Improvement	Fully Proficient	Excels/ Role Model
31. Is well respected in the department.	15	4.07	80.0	20%	53%	27%
32. Sees values in the diversity of individuals on the team.	15	4.47	100.0	53%	47%	
33. Works diligently to assist customers in finding the right products.	15	4.13	80.0	20%	47%	33%
34. Uses knowledge and charisma rather than position, power, or coercion to influence others	15	4.13	86.7	13%	60%	27%
35. Strives for win/win solutions	15	4.00	80.0	20%	60%	20%

Comments:

- ___ sometimes struggles with clarity in her communication and her understanding of operational issues.
- ___ is a very effective leader. Her ability to drill down to find root cause with regards to issues, allows her to pin point the real issue instead of the surface issues.
- ___ was very involved in the project and was committed to ensuring that the changeover went well and that we had thought through the process systematically.
- Her guidance is outstanding, as her expectations are very high and that allows anyone to grow and learn under her mentoring skills.
- The same communication struggles translate into sometimes not clearly defining outcomes and expectations.
- ___ is an excellent role model. She received the Employee Excellence Award this past year and also advanced certification, so she obvious is very motivated! Thank you for allowing me to participate in her evaluation.

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?

- Willingness to help, patience in teaching.
- ___ has extremely strong communication skills and is able to work in a wide variety of settings.
- She maintains the treatment machines in working condition and keeps the department current with technology and new treatment techniques. One way to improve, that may affect several performance elements, is to see the experience from the customer perspective and to verbalize the customer experience in discussion with the staff. Not only will this focus discussions, but it will let others know that we all share similar values.
- Her decision-making focus is on what best serves our customers and visitors and what's best for the organization as a whole.
- She makes me feel like an important and valued team member.
- She has incredible strengths in most of these areas. I think high organizational uncertainty and change has contributed to making it difficult to clearly defining outcomes and expectations.

What do you like best about working with this individual?

- She can ask a question and truly listen to the answer before giving feedback.
- I think she has built relationships with my team that did not exist before and that will benefit the organization going forwards.
- ___ provides the appropriate amount of direction without being too hands-off or overbearing.
- Our team has gone through a lot of changes in the last year and ___ has demonstrated her ability to lead our team through challenges and to place employees in roles they will be successful in.
- She is very supportive of cross training and learning new skills.
- She is an incredibly supportive mentor and is committed to her Vice Presidents and their success.

What do you like least about working with this individual?

- She is very knowledgeable about System Workflows and ensures that the departments are working cohesively with one another.
- I believe she would be well-served by spending a little more time on the product in her areas of responsibility.
- Her skills, commitment, integrity and overall management style is something I have admired since I have worked here.
- Keep striving for excellence. Establishing this mindset along with experience will be powerful.
- I appreciate her helpful and cheerful outlook!
- ___ does a wonderful job of ensuring her department is meeting the needs of the organization and our community.

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

- ___ is a wonderful partner. She has been incredibly helpful as we have worked together this past year to investigate, resolve and move forward on a variety of Systems Integration issues.
- Participates in training to learn Core Competency processes.
- I really enjoy working with ___ and I respect her as a leader and role model.
- She consistently helps us in problem solving a variety of issues.
- She's a little slow responding to e-mails, but she also has a heavy load and she does get to them eventually.
- ___'s job performance exceeds all the elements.

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

- 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.
- ___ is a supervisor role model and I have grown immensely under her leadership and because of her honest, valuable feedback!
- ___ has been so helpful to me as a new manager.
- She has developed a way to be available to all shifts, enabling all staff to be aware of her open door policy.
- I appreciate ___'s willingness to share her knowledge with our team.
- ___ has the ability to recognize an individuals talent and utilize their skills. She moves at a fast pace and oversee's a large volume of work/projects. To accomplish this she knows she needs a top notch team.

Any final comments?

- Her quality of work is good.
- When in need, she picks the appropriate person to conquer a task or assignment. She delegates well and seems to know who best to direct projects, questions and or initiatives to.
- 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.
- My only constructive feedback would be for her to continue to be aware of how her personal style when she has strong feelings about something can, at times, shut down contrary views/opinions from the group. She may want to consider open ended questions from others to draw out their thoughts and then sharing her perspective as a balance.
- She is a natural and perfect fit for the CFO position.
- ____ can be counted on for her reliability.