



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.

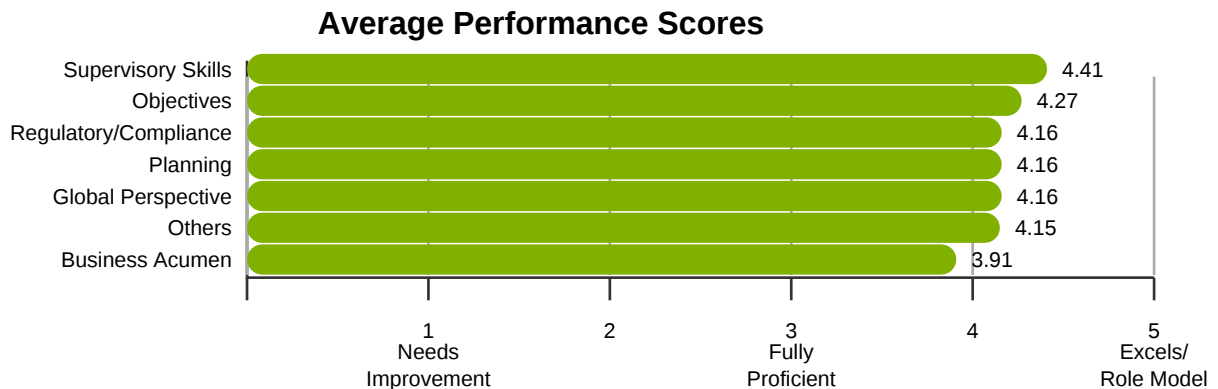
What to Do with Your Feedback

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.



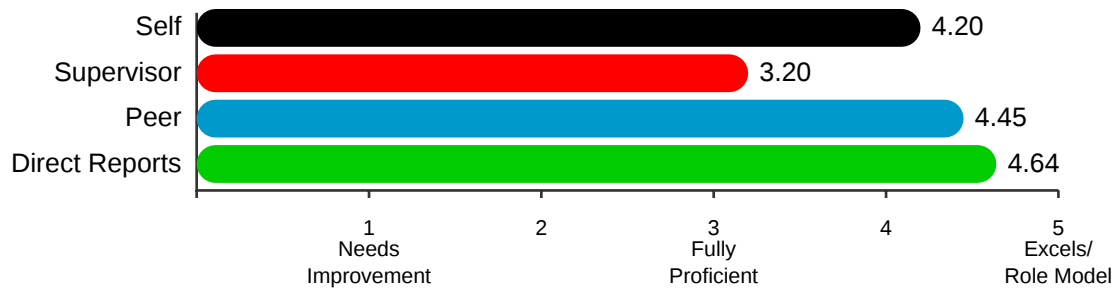
Gap Analysis

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.



Supervisory Skills

Summary Scores



1. Encourages good working relationships between employees.



2. Listens to others.



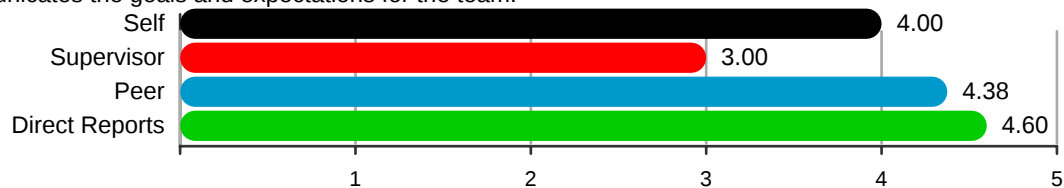
3. Is consistent in disciplinary/corrective actions.



4. Makes sure employees are accomplishing important objectives.



5. Communicates the goals and expectations for the team.



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).

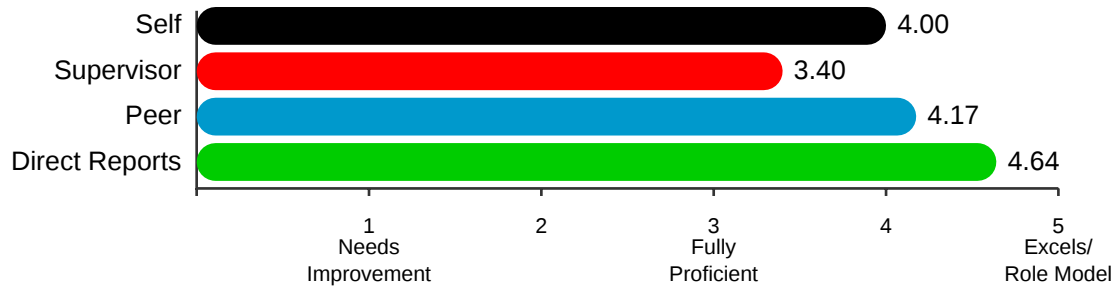
Item	n	Avg	LOA	Needs Improvement		Fully Proficient		Excels/ Role Model
1. Encourages good working relationships between employees.	15	4.20	93.3	7%		67%		27%
2. Listens to others.	15	4.87	100.0	13%		87%		
3. Is consistent in disciplinary/corrective actions.	15	4.27	93.3	7%		60%		33%
4. Makes sure employees are accomplishing important objectives.	15	4.40	86.7	13%		33%		53%
5. Communicates the goals and expectations for the team.	15	4.33	93.3	7%		53%		40%

Comments:

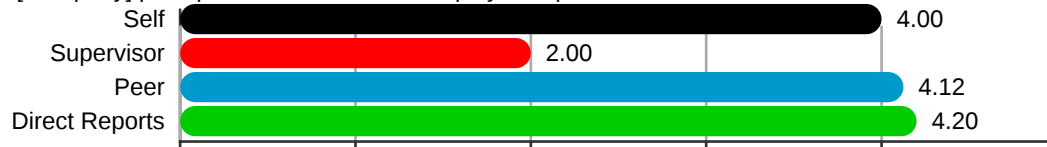
- ___ maintains her focus on safety for all customers and staff. She stays current recent literature/research and forwards articles that may bring value to how safety is addressed at [CompanyName].
- Her priorities are clear and appropriate, as she recognizes the importance of "value added" and the benefits of Core Competency, and continuous improvement.
- Help subordinates grow by challenging them to solve a problems instead of providing the answers.
- Difficult to reach sometimes and often does not respond to messages at all.
- As part of this team I feel a tremendous ownership at [CompanyName], only after a year in my position, and I strongly feel that ___'s leadership and trust and confidence in what I can accomplish for [CompanyName] has been the major key in developing this strong feeling of belonging to my new place at [CompanyName].
- Collaboration and dissemination of information and projects is something ___ does well.

Objectives

Summary Scores



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



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



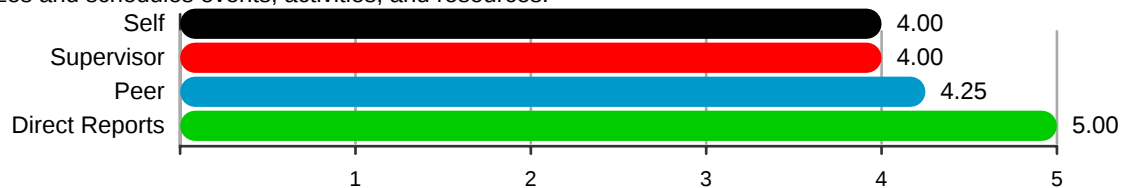
8. Effectively organizes resources and plans



9. Works toward achieving established goals and objectives.



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



Level of Skill

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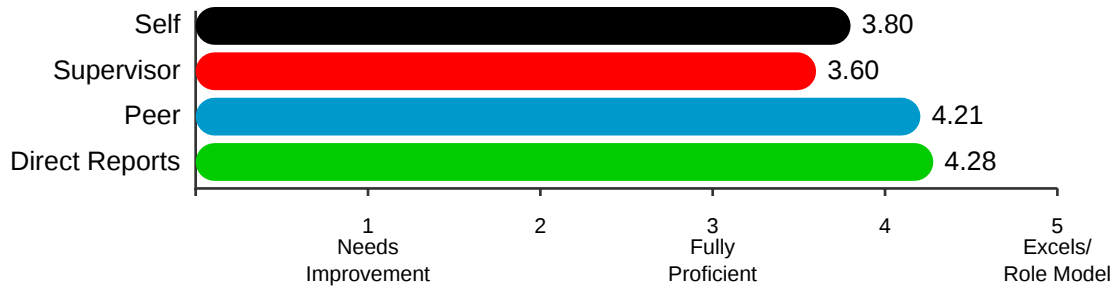
Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
6. Assures [Company] principles are understood, employed & pursued.	15	4.00	80.0	7%	13%	53%	27%
7. Consistently provides me with timely feedback for improving my performance.	15	4.07	80.0		20%	53%	27%
8. Effectively organizes resources and plans	15	4.33	93.3	7%		47%	47%
9. Works toward achieving established goals and objectives.	15	4.47	93.3	7%		40%	53%
10. Organizes and schedules events, activities, and resources.	15	4.47	93.3	7%		40%	53%

Comments:

- She is a pleasure to work with and an asset to [CompanyName].
- She engages other strong leaders empowering them to excel. She deals fairly in controversial situations striving for productive outcomes.
- ___ is a strong leader and passionate about her customers, staff and safety.
- I think she is an asset to the department.
- ___ is a great team player with an employee safety and satisfaction focus.
- ___ has been wonderful to work with. She is collaborative and supportive and clearly has the organization's best interest in mind when planning or implementing work.

Regulatory/Compliance

Summary Scores



11. Coordinates the execution of compliance strategies across departments.



12. Follows all safety regulations and procedures.



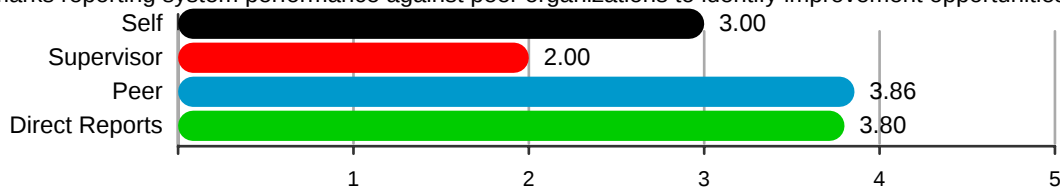
13. Develops and implements appropriate reporting channels.



14. Works quickly to implement changes in regulations.



15. Benchmarks reporting system performance against peer organizations to identify improvement opportunities.



Level of Skill

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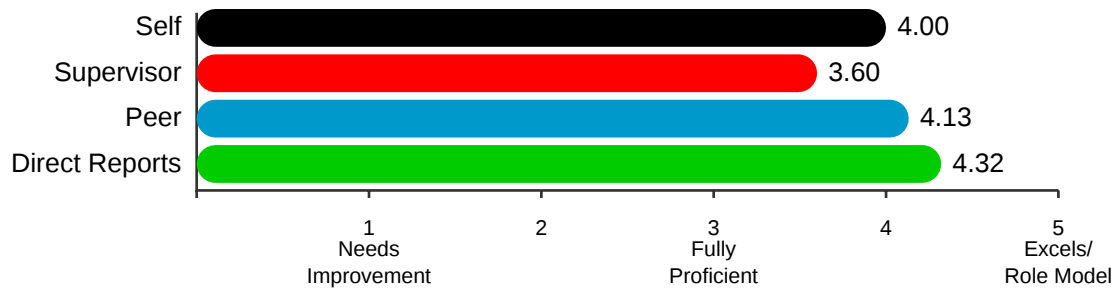
Item	n	Avg	LOA	Needs Improvement		Fully Proficient		Excels/ Role Model
11. Coordinates the execution of compliance strategies across departments.	15	4.60	100.0		40%		60%	
12. Follows all safety regulations and procedures.	15	4.27	100.0		73%			27%
13. Develops and implements appropriate reporting channels.	15	4.33	100.0		67%			33%
14. Works quickly to implement changes in regulations.	15	3.93	73.3	27%		53%		20%
15. Benchmarks reporting system performance against peer organizations to identify improvement opportunities.	14	3.64	57.1	14%	29%	36%		21%

Comments:

- ___ is always professional during interactions with staff.
- She has been instrumental in facilitating communications between staff and managers. Staff know that she is very supportive of them.
- ___ 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.
- She demonstrates a high level of personal integrity in her work and remains honest (even when the truth hurts).
- I really appreciate her as a member of the team.
- ___ pushes me to be more involved in committees, such as the customer satisfaction committee. When motivating the group has been a struggle, ___ has stepped in and redirected the conversations. This redirection has resulted in good dialogue with the group.

Others

Summary Scores



16. Consistently demonstrates ability and willingness to trust others.



17. Helpful



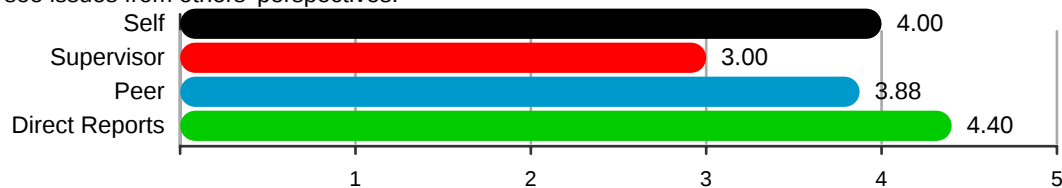
18. Forms working relationships with employees from other departments.



19. Works across boundaries within the organization.



20. Able to see issues from others' perspectives.



Level of Skill

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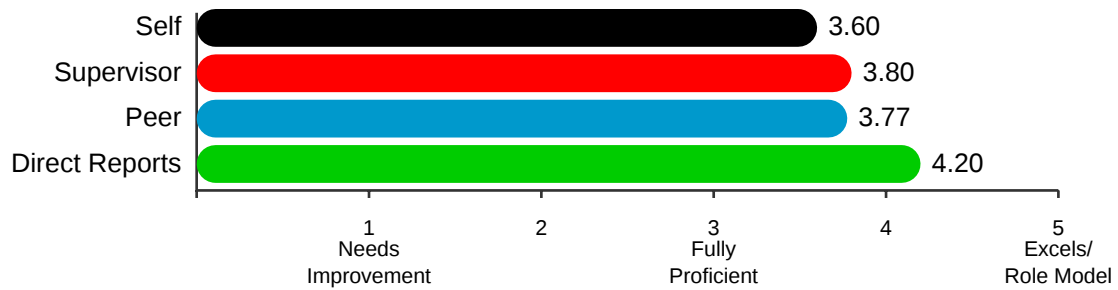
Item	n	Avg	LOA	Needs Improvement		Fully Proficient		Excels/ Role Model
16. Consistently demonstrates ability and willingness to trust others.	15	4.33	86.7	13%		40%		47%
17. Helpful	15	4.27	93.3	7%		60%		33%
18. Forms working relationships with employees from other departments.	14	4.00	92.9	7%		86%		7%
19. Works across boundaries within the organization.	14	4.14	85.7	7%	7%	50%		36%
20. Able to see issues from others' perspectives.	15	4.00	66.7	7%	27%	27%		40%

Comments:

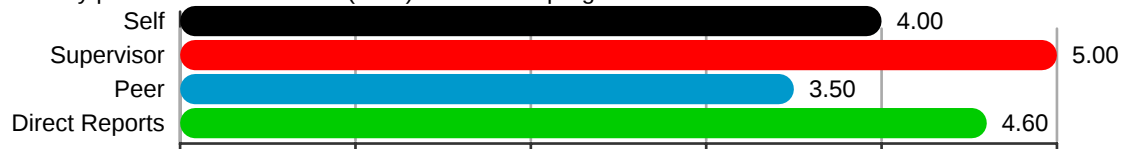
- ___ is conscientious and expedient in her approach to work. She gets things done quickly and efficiently.
- She is highly engaged in her work and passionate about connecting with others in a meaningful way.
- Seeing a lot of improvement in leadership effectiveness. I get the sense that she is getting more from her VP so she has what she needs to do her job well.
- ___ is a great leader. She provides guidance and sets expectations to ensure desired outcomes.
- ___ has improved on her quick assessment of situations and as a result it has helped me improve also
- There are a lot of great features this system has to offer and ___ has challenges at times.

Business Acumen

Summary Scores



21. Establishes key performance indicators (KPIs) to measure progress and success.



22. Collects valuable customer insights to ensure our services meet their needs.



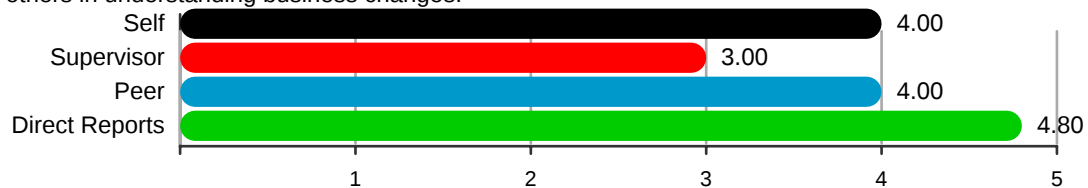
23. Works cooperatively with others to implement business changes.



24. Is up-to-date with regulatory guidelines and policies.



25. Assists others in understanding business changes.



Level of Skill

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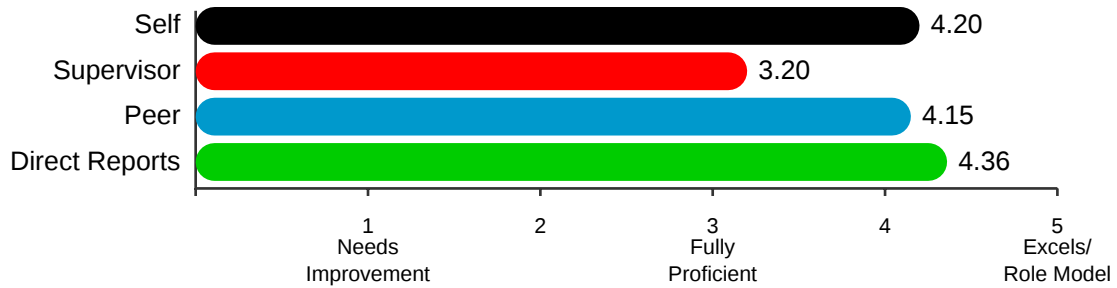
Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
21. Establishes key performance indicators (KPIs) to measure progress and success.	15	4.00	66.7	13%	20%	20%	47%
22. Collects valuable customer insights to ensure our services meet their needs.	15	3.47	53.3	13%	33%	47%	7%
23. Works cooperatively with others to implement business changes.	15	3.60	66.7	13%	20%	60%	7%
24. Is up-to-date with regulatory guidelines and policies.	15	4.27	86.7	7%	7%	40%	47%
25. Assists others in understanding business changes.	15	4.20	80.0	7%	13%	33%	47%

Comments:

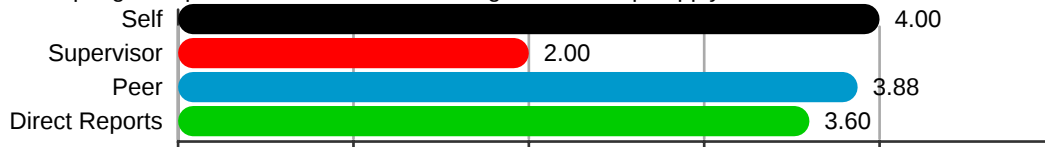
- Is always learning. Whether it is a webinar, tutorial, self-improvement books, etc.
- I really enjoy working with ____ and I respect her as a leader and role model.
- ____ is not always clear in communicating desired outcomes and expectation. She sometimes lacks the ability to clearly convey consistent specific goals leading to wasted energy and work that dead ends.
- I have not observed ____'s interaction with the members of her team. ____ consistently communicates openly in my interactions with her.
- I frequently reach out for assistance and appreciate that she is there when I/we need her and she actively engages in solving the issues at hand.
- Overall I think she does a great job and she is very approachable.

Planning

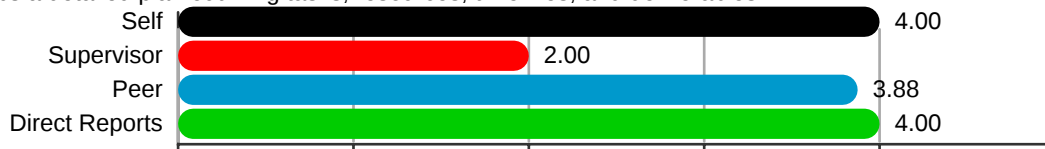
Summary Scores



26. Able to develop logistics plans to move material through a multi-step supply chain.



27. Develops a detailed plan outlining tasks, resources, timelines, and deliverables.



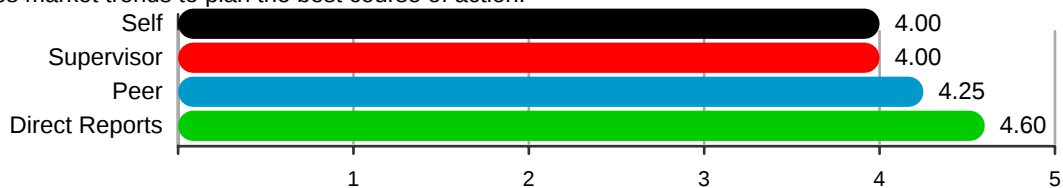
28. Anticipates obstacles and ways to overcome them.



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



30. Analyzes market trends to plan the best course of action.



Level of Skill

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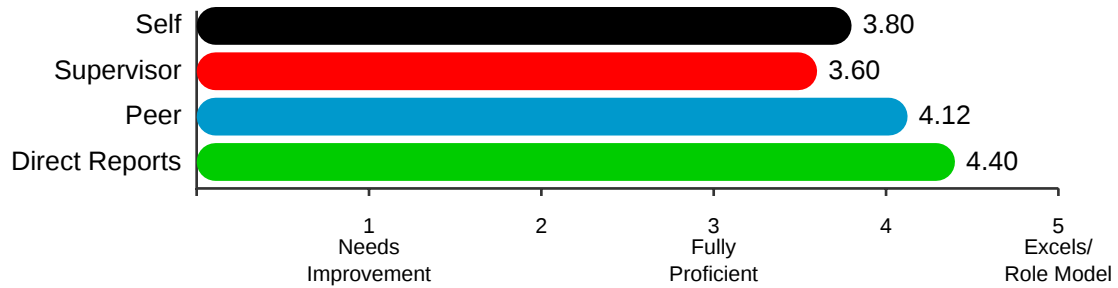
Item	n	Avg	LOA	Needs Improvement		Fully Proficient		Excels/ Role Model
26. Able to develop logistics plans to move material through a multi-step supply chain.	15	3.67	66.7	20%	13%	47%		20%
27. Develops a detailed plan outlining tasks, resources, timelines, and deliverables.	15	3.80	73.3	20%	7%	47%		27%
28. Anticipates obstacles and ways to overcome them.	15	4.33	86.7	13%		40%		47%
29. Is good at planning for the "unexpected".	15	4.67	100.0			33%		67%
30. Analyzes market trends to plan the best course of action.	15	4.33	100.0			67%		33%

Comments:

- Again, ___ is still learning her role and hasn't been with us very long so I have not seen some of these skills in action yet.
- ___ is a great partner in Systems Implementation.
- She communicates clearly, and is always willing to listen attentively.
- She is very focused on bringing out best in employees and encourages all to get involved with any and all problems to come up with solutions that benefit the team.
- She has a talent for breaking through the bureaucracy of [CompanyName] administration and keeping her attention on improving her department.
- I will always be grateful that she made a very unpleasant re-organization experience much less painful for me.

Global Perspective

Summary Scores



31. Works well with others from different cultural backgrounds.



32. Attends training seminars and conferences to increase skills in working with others globally.



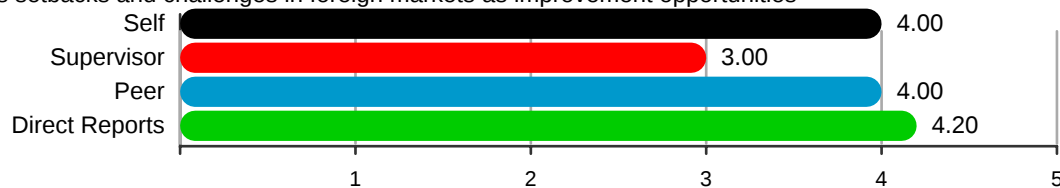
33. Aligns personal vision with global strategies.



34. Creates an environment where individual differences are valued and supported.



35. Accepts setbacks and challenges in foreign markets as improvement opportunities



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. Works well with others from different cultural backgrounds.	15	4.07	80.0	20%		53%		27%
32. Attends training seminars and conferences to increase skills in working with others globally.	15	4.47	100.0		53%		47%	
33. Aligns personal vision with global strategies.	15	4.13	80.0	20%		47%		33%
34. Creates an environment where individual differences are valued and supported.	15	4.13	86.7	13%		60%		27%
35. Accepts setbacks and challenges in foreign markets as improvement opportunities	15	4.00	80.0	20%		60%		20%

Comments:

- ___ is able to manage an ever-changing work load. Her time management has improved over the last year, to promote a work-life balance.
- I think ___ has improved in her communication style and leadership style. Where I would suggest improvement is she can escalate at times which tends to shut down team communication. Staff and managers are reluctant to speak up and make sure they understand or are clear on what is needed.
- Reliability-needs to delegate meetings to others that can handle the work. She has created a team that are experts and should allow more independence for development.
- Information is given concisely at meetings, and her explanations of all information is very clear.
- From what I can see ___ meets or exceeds all of these leadership roles but remember she is not my manager.
- I have witnessed her supporting and encouraging the strengths of her team while managing their weaknesses.

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?

- The employees in the department have also raised concerns about new projects being assigned without concern for how the increase in work will effect other existing projects -- or how they should be prioritized.
- I have only recently started working with ___ and therefore do not have comments on some items, but regarding the projects I have worked with ___ on to date the above applies.
- Great year of growth!
- Always conducts herself in a professional manner.
- Provides team members with frequent informal feedback.
- Whenever ___ has assigned one of her staff to a project the quality and commitment of that staff person has been of a high caliber (as if ___ was there). She also participated in interviews within my department ans was a valuable member.

What do you like best about working with this individual?

- Manager routinely demonstrates all of the above characteristics, as marked
- As part of the strategic plan, the team is working towards creating an organized workflow for major projects that engages and empowers each member involved in it that encourages their input to provide the most effective end result for the organization.
- ___ meets and exceeds all of these leadership roles.
- ___ has done a great job of continuing to grow and refine the service lines.
- We have some very experienced people in our department and they need to be able to work more autonomously and run with projects.
- ___ has a clear process for hiring which has aided her in building an amazing team.

What do you like least about working with this individual?

- Is reliable and keeps the team focused on the delivery of outcomes.
- She holds everyone to such a high standard, you don't want to disappoint her.
- She has put together a fantastic leadership group that keeps the customer experience first and foremost.
- She could benefit from becoming more comfortable challenging others.
- ___ has turned the Security department into an outstanding group of leaders with each officer capable of leading during diverse situations.
- ___ offers a wealth of experience in the area of hematology and is willing and able to offer her advice and support.

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

- She sets a good example for personal growth.
- She solicits feedback readily and makes clear and collaborative decisions based upon that feedback.
- Some time ago she might be distracted in meetings with electronic devices, I have seen that virtually disappear, which to me is a good thing.
- We are so lucky to have her a Manager. She is so attentive when anyone needs to talk to her, she is quick to respond to the needs of our unit or the individual.
- ___ has a way of bringing out the best in people, by modeling how to be a hard worker who knows her stuff and is supportive of her colleagues and able to create a fun atmosphere that makes us all want to work hard.
- ___ 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.

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

- 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.
- ____ has always been very approachable as a manager, extremely helpful in always maintaining the best customer experience.
- Working with other leaders has given me a great appreciation for the broader organizational goals and has inspired me to forward the Strategic Plan to all staff.
- I would like to see her expand personal long-term goals at the company.
- She always asks and seeks the advice of the whole leadership she listens to what we have to say.
- Dependability, with whatever is needed.

Any final comments?

- ____ is continuously looking for ways to learn and grow as a manager. She has shown a willingness to take suggestions from the staff as well.
- I have great respect and appreciation for _____. Not only does she do her job well, she takes time to try and understand mine and what needs I may have to get my job done efficiently and effectively.
- She is able to see the bigger picture and helps others to look past the present and how we can change the future.
- ____ has made a lot of headway in transforming her team this last year. A number of changes to structure and job descriptions have been made.
- Having a routine for schedule and coming to office more frequently
- ____ maintains a high level of integrity in all her interactions, and inspires the same in all her paid and volunteer staff.