



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.

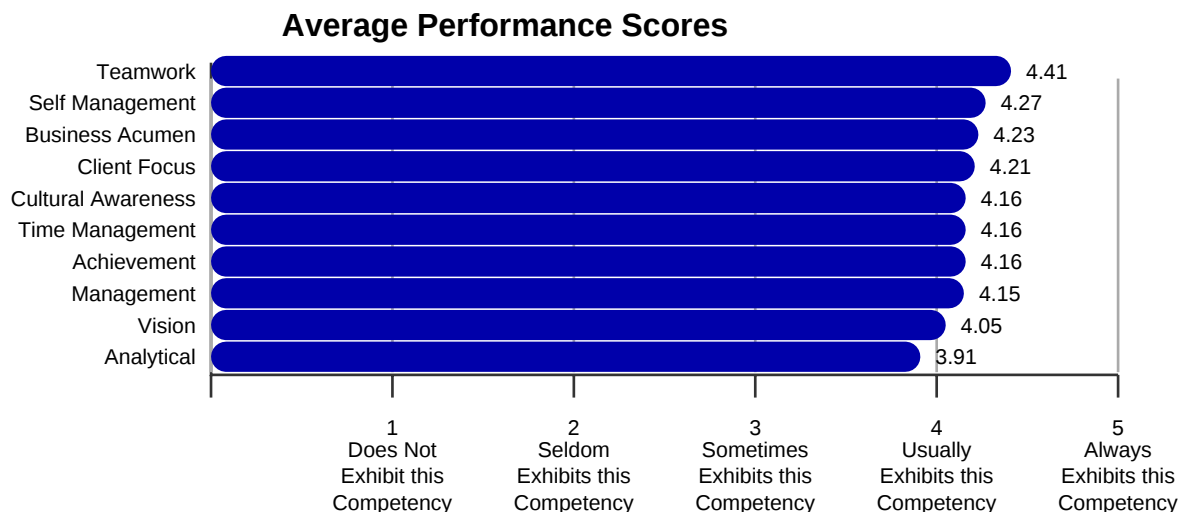
What to Do with Your Feedback

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

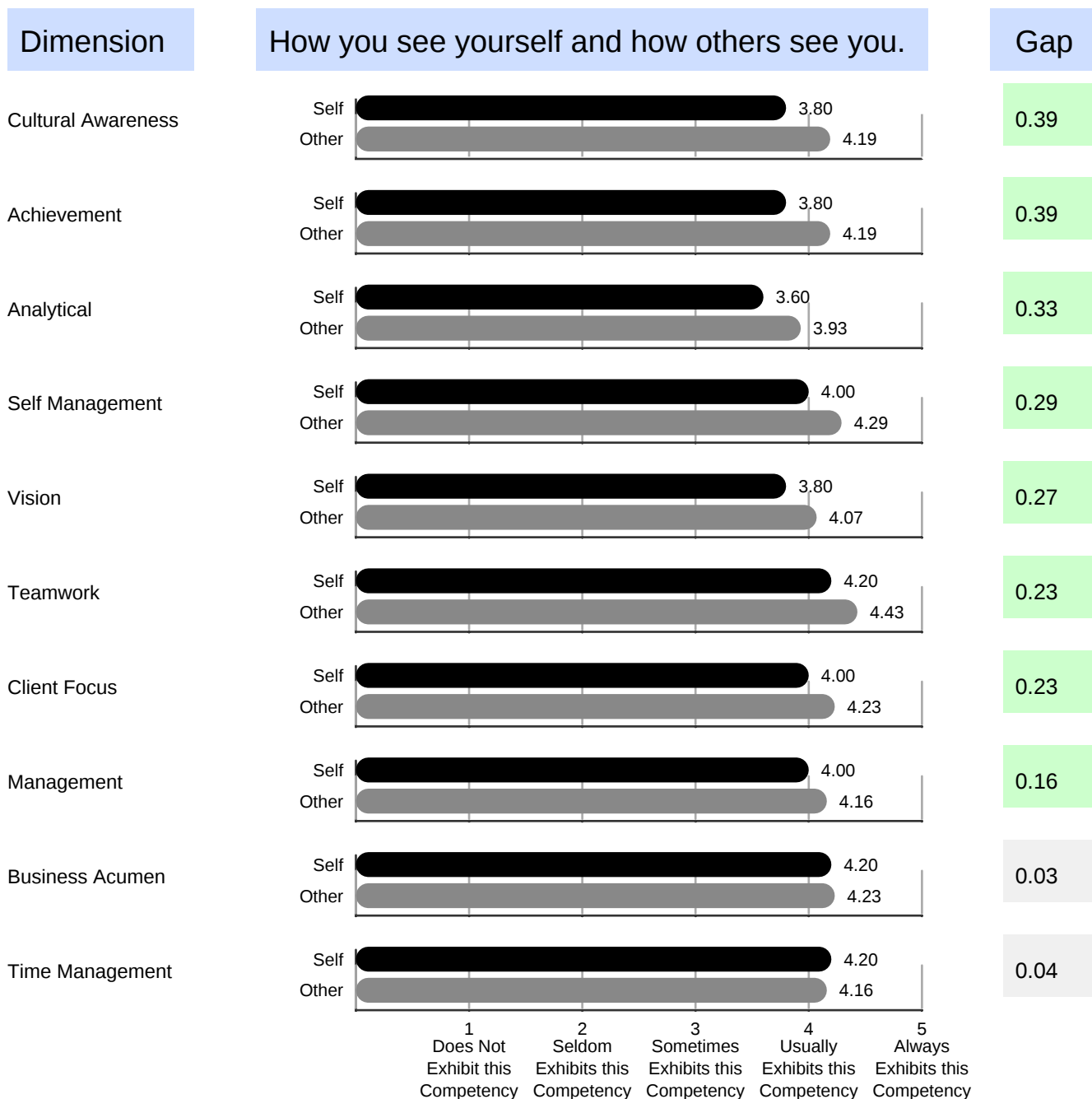
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 10 major dimensions of leadership.

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.



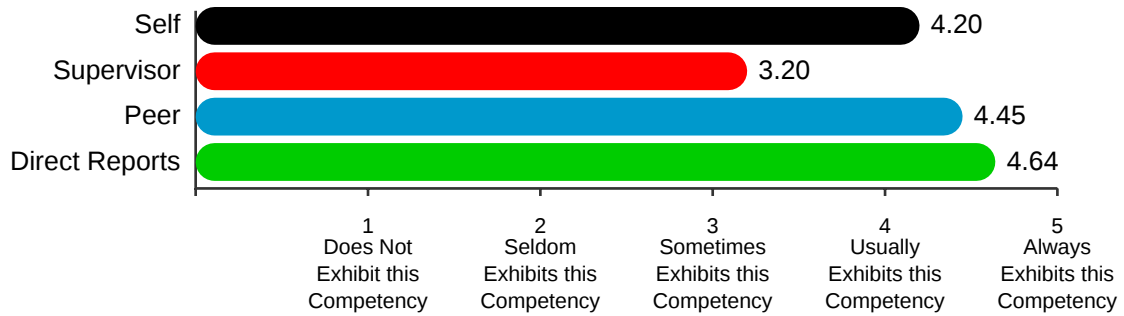
Gap Analysis

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.



Teamwork

Summary Scores



1. Demonstrates an understanding of other team member's viewpoints.



2. Communicates well with team members.



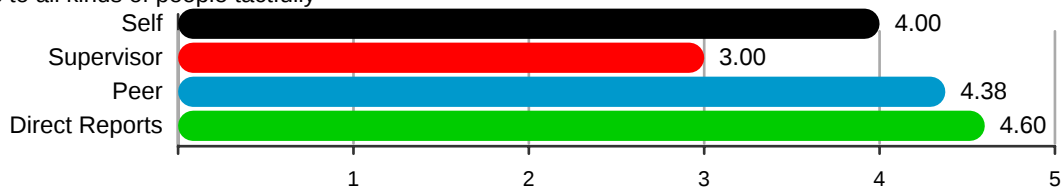
3. Demonstrates a willingness to work with the team.



4. Coaches team members



5. Relates to all kinds of people tactfully



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).

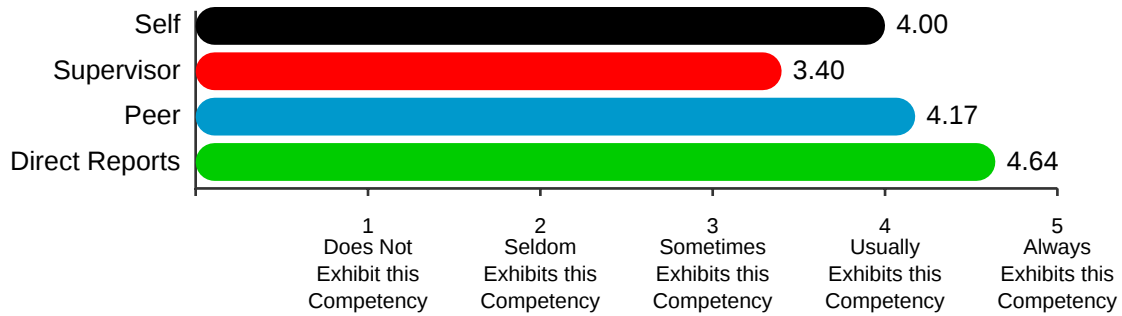
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
1. Demonstrates an understanding of other team member's viewpoints.	15	4.20	93.3	7%		67%		27%
2. Communicates well with team members.	15	4.87	100.0	13%		87%		
3. Demonstrates a willingness to work with the team.	15	4.27	93.3	7%		60%		33%
4. Coaches team members	15	4.40	86.7	13%	33%		53%	
5. Relates to all kinds of people tactfully	15	4.33	93.3	7%		53%		40%

Comments:

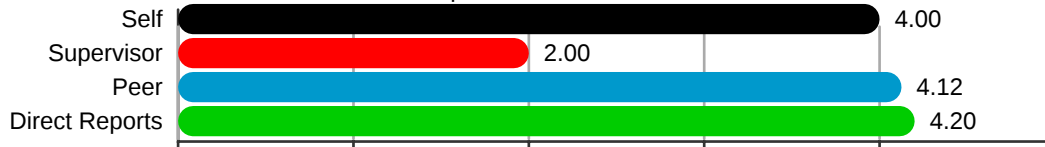
- I do very much appreciate that ___ will support me in a decision when needed.
- ___ has been instrumental in the working relationship of our department.
- I have worked on several performance improvement projects with ___ and have appreciated her knowledge and reliability with collaboration.
- She always steps up and gets what needs to be done completed.
- I appreciate ___ being open to suggestions, and available when concerns brought to her.
- Sometimes a problem or issue can halt your progress. Strive to tackle these head on instead of hoping they resolve on their own.

Self Management

Summary Scores



6. Does not allow own emotions to interfere with the performance of others.



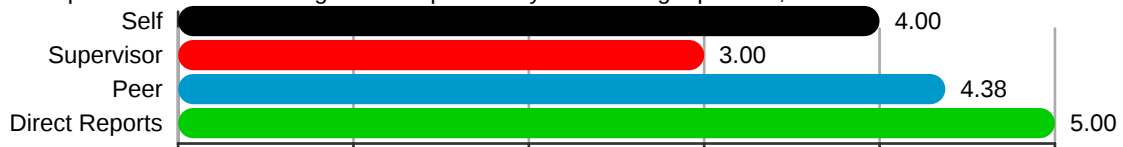
7. Is aware of personal impact on others and adjusts behavior to create a positive leadership presence.



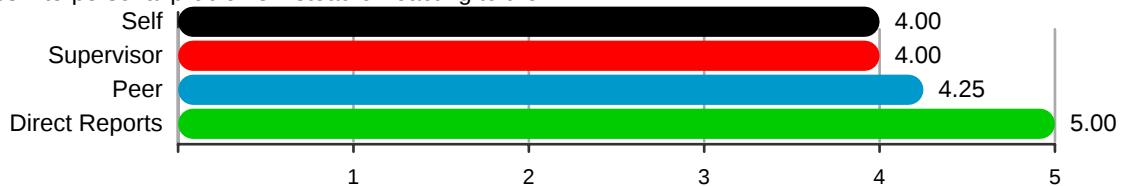
8. Analyzes own reactions on the spot to ensure that communication does not appear to be driven by anger.



9. Sets an example for associates during stressful periods by maintaining a positive, can-do attitude.



10. Analyzes interpersonal problems instead of reacting to them.



Level of Skill

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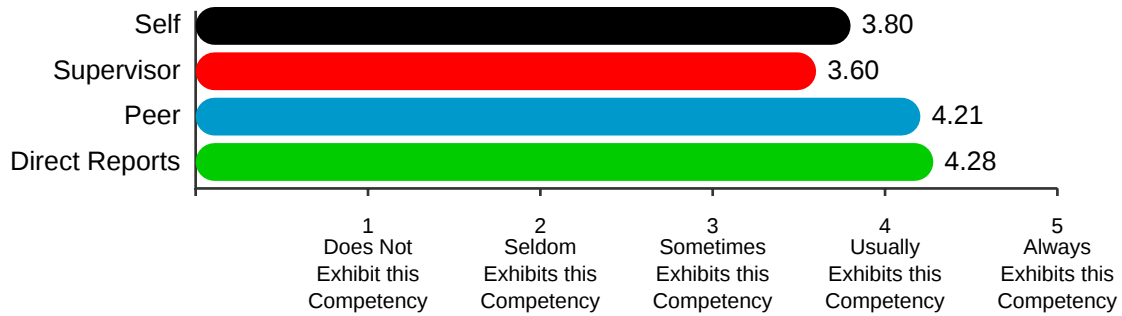
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
6. Does not allow own emotions to interfere with the performance of others.	15	4.00	80.0	7%	13%	53%	27%	
7. Is aware of personal impact on others and adjusts behavior to create a positive leadership presence.	15	4.07	80.0		20%	53%	27%	
8. Analyzes own reactions on the spot to ensure that communication does not appear to be driven by anger.	15	4.33	93.3	7%	47%	47%		
9. Sets an example for associates during stressful periods by maintaining a positive, can-do attitude.	15	4.47	93.3	7%	40%	53%		
10. Analyzes interpersonal problems instead of reacting to them.	15	4.47	93.3	7%	40%	53%		

Comments:

- ___ does a great job of keeping the lines of communication and this is appreciated.
- 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.
- 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.
- ___ 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.
- ___ 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.
- She inspires loyalty and determination to do the best and be the best to the extent of each individuals capabilities.

Cultural Awareness

Summary Scores



11. May advocate for others with different cultural backgrounds.



12. Willing to work with employees who have different cultural backgrounds.



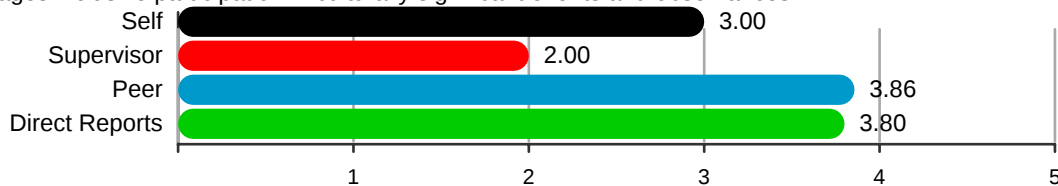
13. Develops skills and attitudes to bridge cultural differences.



14. Is sensitive to the similarities and differences that exist between cultures.



15. Encourages inclusive participation in culturally significant events and observances



Level of Skill

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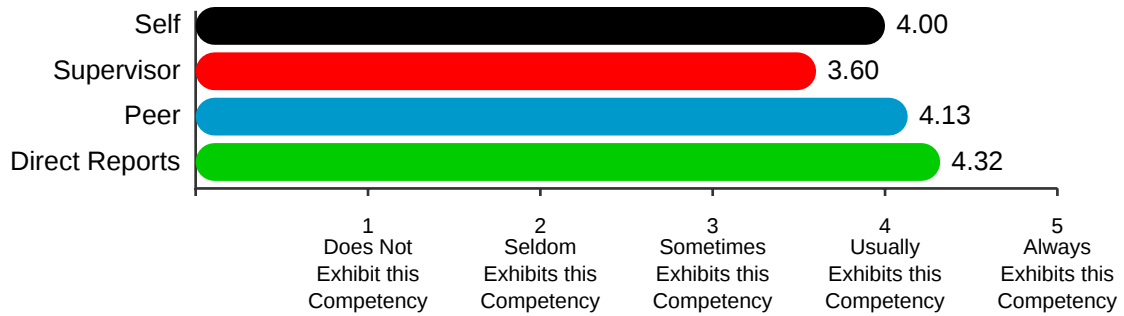
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
11. May advocate for others with different cultural backgrounds.	15	4.60	100.0			40%	60%	
12. Willing to work with employees who have different cultural backgrounds.	15	4.27	100.0			73%		27%
13. Develops skills and attitudes to bridge cultural differences.	15	4.33	100.0			67%		33%
14. Is sensitive to the similarities and differences that exist between cultures.	15	3.93	73.3		27%	53%		20%
15. Encourages inclusive participation in culturally significant events and observances	14	3.64	57.1	14%	29%		36%	21%

Comments:

- Between leadership meetings, my masters program in leadership, and most recently my involvement in R&D, I am challenged to stretch and grow my skillset daily.
- She could help teammates by becoming more proficient in some areas.
- Always steps up if help is needed.
- Her skills, commitment, integrity and overall management style is something I have admired since I have worked here.
- Strive for excellence. Willing to learn. Implement advice from others.
- I am proud to say that ___ has greatly made so many improvements to our department, that were so desperately needed.

Management

Summary Scores



16. Fosters ongoing, two-way communication within the team.



17. Empowers employees to structure their work schedule to maximize their productivity.



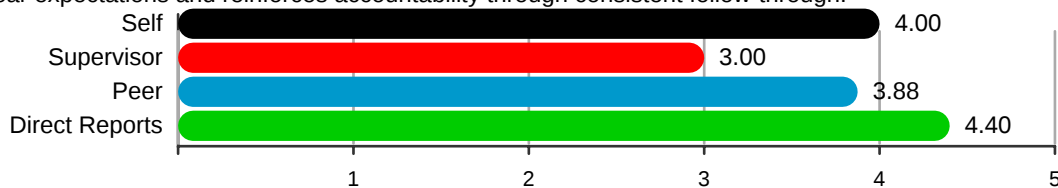
18. Delegates stretch assignments that foster skill growth and sustain motivation.



19. Welcomes input and suggestions from the employees.



20. Sets clear expectations and reinforces accountability through consistent follow-through.



Level of Skill

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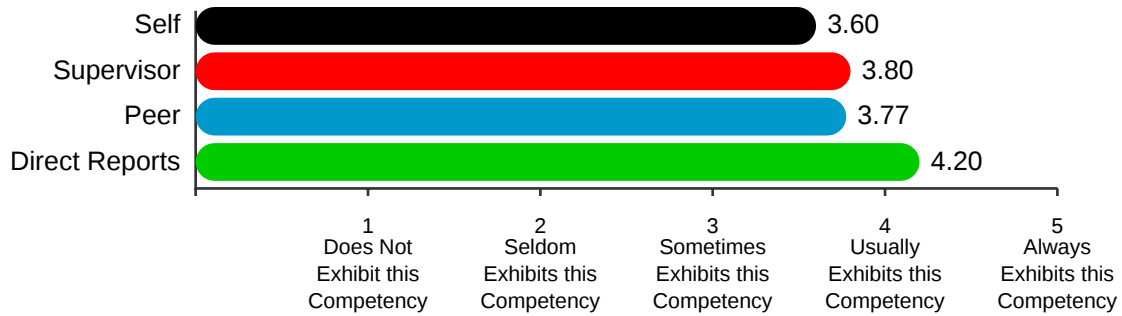
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
16. Fosters ongoing, two-way communication within the team.	15	4.33	86.7	13%		40%	47%	
17. Empowers employees to structure their work schedule to maximize their productivity.	15	4.27	93.3	7%		60%	33%	
18. Delegates stretch assignments that foster skill growth and sustain motivation.	14	4.00	92.9	7%		86%		7%
19. Welcomes input and suggestions from the employees.	14	4.14	85.7	7%	7%	50%		36%
20. Sets clear expectations and reinforces accountability through consistent follow-through.	15	4.00	66.7	7%	27%	27%		40%

Comments:

- She is a dedicated person who inspires excellence in both staff and customer service.
- ___ is an outstanding leader. She offers great communication and staff allows know what is expected of them.
- ___ always stays customer and community focused. She's also an excellent collaborator and always supportive and positive with others.
- She has an open door policy and is available when needed.
- ___ exceeds all expectations in all aspects of her job and the jobs of others when helping on the floor.
- ___ Communicated well with her staff, as we define our new roles ___ is always there to give us direction.

Analytical

Summary Scores



21. Uses standard data collection practices.



22. Creates new visualizations of the data.



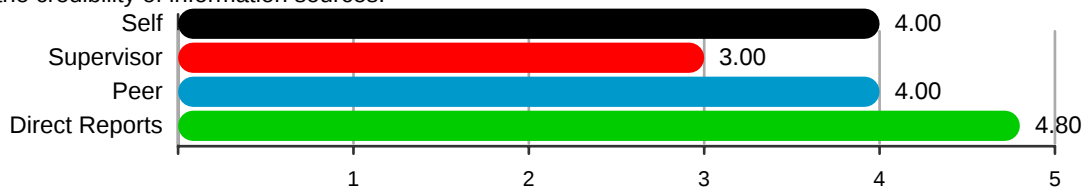
23. Is willing to seek out and consider alternative viewpoints.



24. Tests hypotheses, analyze experimental data, and draw conclusions.



25. Check the credibility of information sources.



Level of Skill

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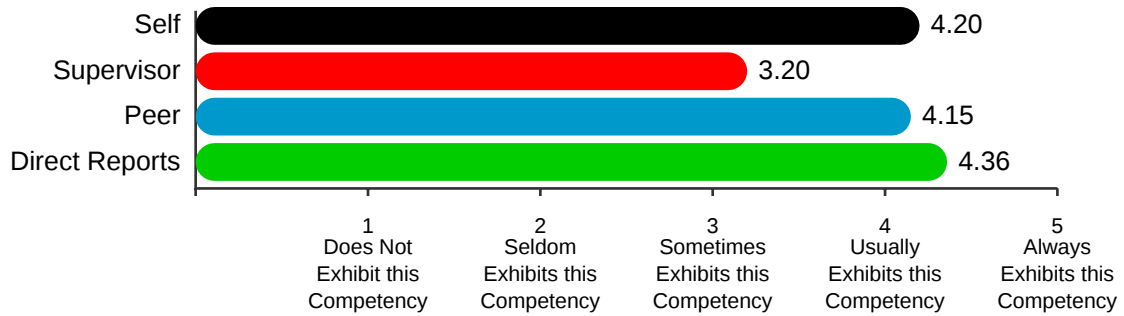
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
21. Uses standard data collection practices.	15	4.00	66.7	13%	20%	20%	47%	
22. Creates new visualizations of the data.	15	3.47	53.3	13%	33%	47%	7%	
23. Is willing to seek out and consider alternative viewpoints.	15	3.60	66.7	13%	20%	60%	7%	
24. Tests hypotheses, analyze experimental data, and draw conclusions.	15	4.27	86.7	7%	7%	40%	47%	
25. Check the credibility of information sources.	15	4.20	80.0	7%	13%	33%	47%	

Comments:

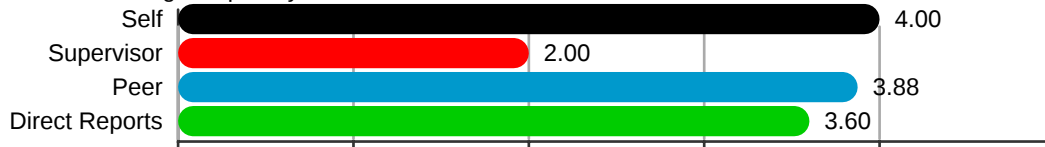
- ___ is an exceptional leader in my opinion. She leads by example and knows her teams at the depth necessary to effectively engage them and lead them to improved performance.
- ___ has been using more shared decision making and has allowed the department to enact recommendations that she personally may not have agreed with. That gave her a lot of credibility with staff and I think will help us to continue to move forward and up as a department.
- Participates in training to learn Core Competency processes.
- I value ___'s advice and support as we realigned my department a few times this year.
- ___ has been in her new role a short time, but I already am appreciating the higher level of expectations she is setting and the groundwork for quality improvement
- 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.

Time Management

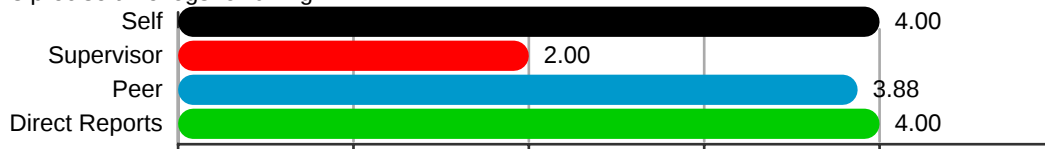
Summary Scores



26. Allocates time to the highest priority items.



27. Maintains precise time logs for billing.



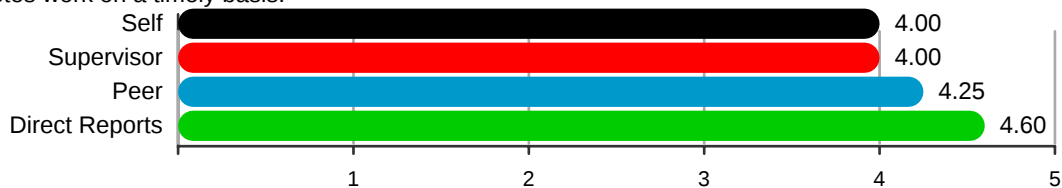
28. Provides accurate estimates for the amount of time needed to accomplish certain tasks.



29. Makes time for developing plans and schedules.



30. Completes work on a timely basis.



Level of Skill

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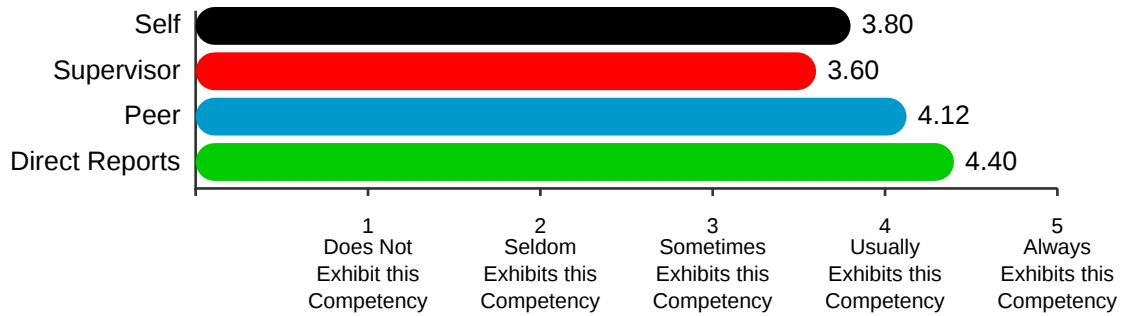
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
26. Allocates time to the highest priority items.	15	3.67	66.7	20%	13%	47%	20%	
27. Maintains precise time logs for billing.	15	3.80	73.3	20%	7%	47%	27%	
28. Provides accurate estimates for the amount of time needed to accomplish certain tasks.	15	4.33	86.7	13%	40%	47%		
29. Makes time for developing plans and schedules.	15	4.67	100.0	33%	67%			
30. Completes work on a timely basis.	15	4.33	100.0	67%	33%			

Comments:

- She has provided training and projects for the billing staff so that they will be confident when working with operations staff. The goal is for billing staff to be able to support operations staff in their efforts to reduce mistakes on the front end and to tackle difficult customer questions.
- ___ listens to her staff and delegates responsibilities as appropriate.
- She could help teammates by becoming more proficient in some areas.
- I feel that we would not be such a great place if it wasn't for ___. ___ is the best!!!!!!
- I know she is busy, but the information requests or answers to emailed questions can slow things down. Communicate more directly and more often.
- ___'s number one priority is customer outcome - she is a team player and is a pleasure to work with.

Achievement

Summary Scores



31. Strives for operational excellence by refining workflows and optimizing procedures.



32. Makes use of talents of others to help achieve a high level of performance.



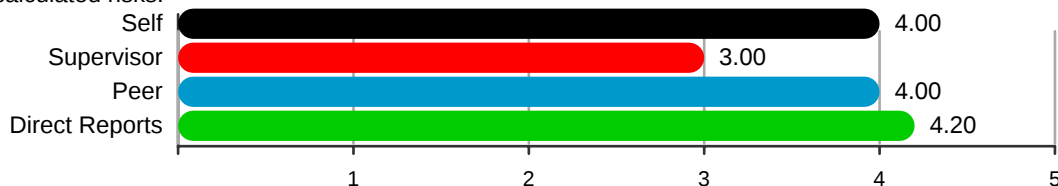
33. Systematically works to improve the organization



34. Maintains high performance standards.



35. Takes calculated risks.



Level of Skill

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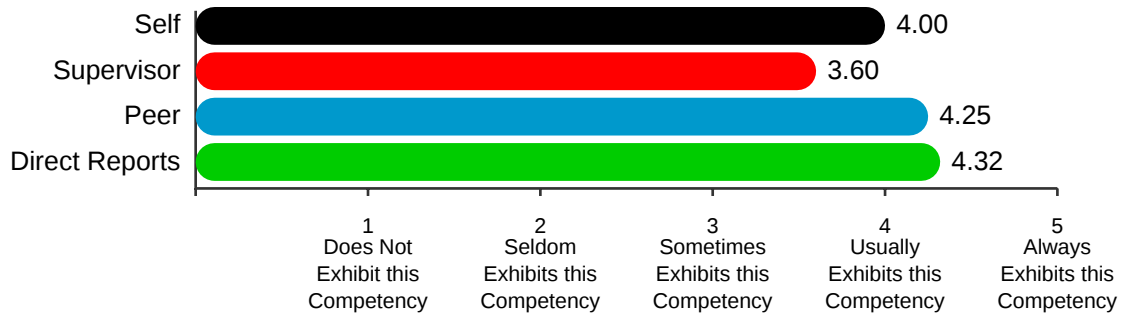
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
31. Strives for operational excellence by refining workflows and optimizing procedures.	15	4.07	80.0	20%		53%		27%
32. Makes use of talents of others to help achieve a high level of performance.	15	4.47	100.0			53%		47%
33. Systematically works to improve the organization	15	4.13	80.0	20%		47%		33%
34. Maintains high performance standards.	15	4.13	86.7	13%		60%		27%
35. Takes calculated risks.	15	4.00	80.0	20%		60%		20%

Comments:

- In the area of 'Communication skills' I would like to see ___ be more direct in her oral delivery.
- ___ has an impressive vision for the company.
- ___ listens to her staff and delegates responsibilities as appropriate.
- She is open to feedback, but I haven't seen noticeable changes in her behavior as a result.
- ___ always provides supportive comments and input to arrive at team decisions that are in the best interest of the customer and [CompanyName]. A recent example of this is the agreements renegotiation and cost saving plan.
- When ___ was tapped for the VP position I was very pleased as she was a very good director.

Client Focus

Summary Scores



36. Thoroughly understands the needs of the client.



37. Creates an environment that enables clients to receive excellent service.



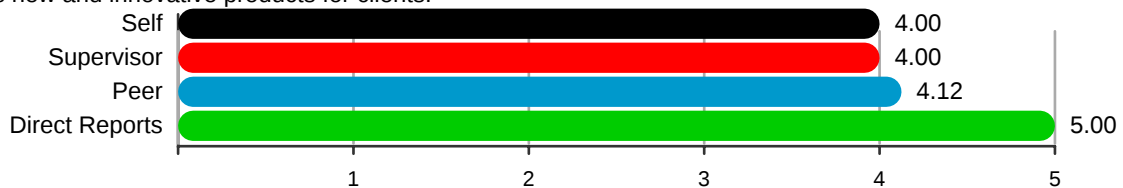
38. Gets feedback from the client on a weekly basis.



39. Is committed to the success of the client.



40. Creates new and innovative products for clients.



Level of Skill

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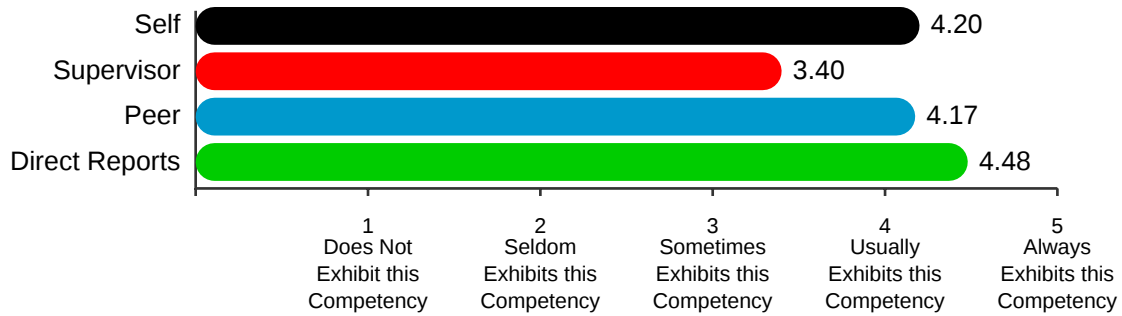
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
36. Thoroughly understands the needs of the client.	15	4.33	100.0			67%		33%
37. Creates an environment that enables clients to receive excellent service.	15	3.93	80.0	13%	7%	53%		27%
38. Gets feedback from the client on a weekly basis.	15	4.27	86.7		13%	47%		40%
39. Is committed to the success of the client.	15	4.13	86.7		13%	60%		27%
40. Creates new and innovative products for clients.	15	4.40	93.3		7%	47%		47%

Comments:

- There are a lot of great features this system has to offer and ____ has challenges at times.
- I have been in the work force for over 30 years and had outstanding directors and leaders, however ____ surpasses anyone I met before.
- ____ is a great leader. She is very easy to approach and always takes a neutral stand when dealing with conflict.
- ____ works very well with other departments.
- Her positive attitude is constant.
- ____ clearly communicates expectations and verifies information to ensure shared understanding. A great example was the recent coaching session at our visibility wall. This dialogue was a great opportunity to get some ideas and feedback on processes and metrics that would be meaningful to track in my departments.

Business Acumen

Summary Scores



41. Recognizes the individual needs of customers.



42. Understands the financial metrics used by the company.



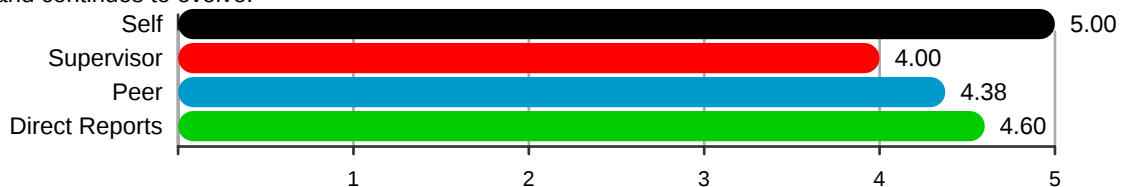
43. Establishes key performance indicators (KPIs) to measure progress and success.



44. Understands cash flow procedures and statements.



45. Is adept at recognizing new opportunities and fostering a culture of innovation ensuring the organization stays ahead of industry trends and continues to evolve.



Level of Skill

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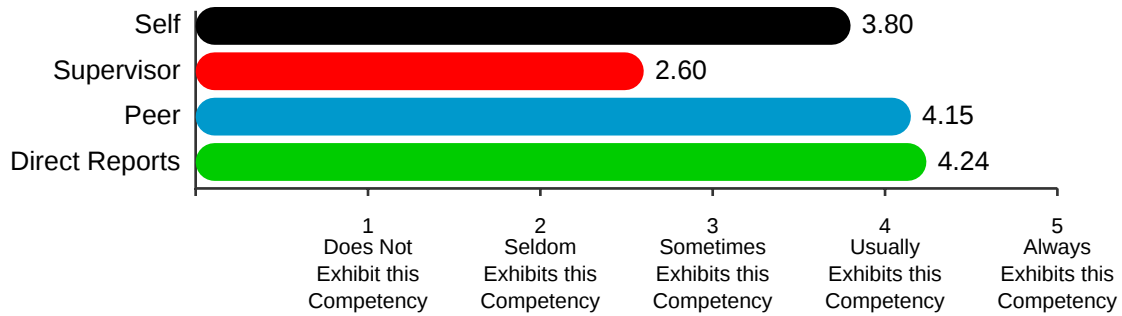
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
41. Recognizes the individual needs of customers.	15	4.33	93.3	7%		53%	40%	
42. Understands the financial metrics used by the company.	15	4.20	80.0	20%		40%	40%	
43. Establishes key performance indicators (KPIs) to measure progress and success.	15	4.13	86.7	13%		60%	27%	
44. Understands cash flow procedures and statements.	15	4.00	86.7	13%		73%		13%
45. Is adept at recognizing new opportunities and fostering a culture of innovation ensuring the organization stays ahead of industry trends and continues to evolve.	15	4.47	93.3	7%	40%		53%	

Comments:

- She always makes a point to make sure she has all appropriate data and information before making decisions, soliciting input or passing judgment on an issue.
- I think we have a great team. ___ does her best to accommodate the needs of staff which in turn helps the morale stay high in our department.
- When in need, she picks the appropriate person to conquer a task, project, initiative or strategy.
- ___ is incredibly talented and very smart. Her attention to detail is unparalleled.
- She can be too quick to focus on perceived weaknesses instead of leaning into strengths.
- ___ is a wonderful manager, she collaboratively with others, helping the staff with customer issues and providing feedback on a daily basis.

Vision

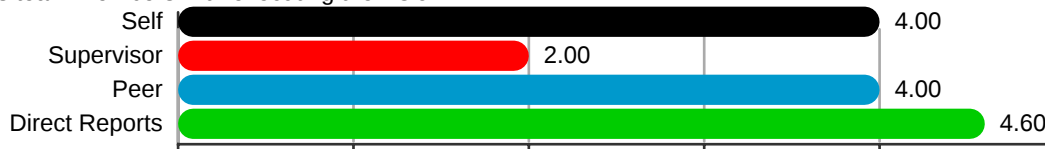
Summary Scores



46. Skilled at identifying problems and envisioning effective solutions.



47. Entrusts team members with executing the vision.



48. Provides staff with the necessary resources, authority, and support to effectively implement and achieve the organization's vision.



49. Analyzes data and industry patterns to forecast opportunities and challenges.



50. Develops a vision that is a catalyst for innovation and change.



Level of Skill

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46. Skilled at identifying problems and envisioning effective solutions.	15	3.87	80.0	7%	13%	67%	13%	
47. Entrusts team members with executing the vision.	15	4.07	86.7	13%	53%	33%		
48. Provides staff with the necessary resources, authority, and support to effectively implement and achieve the organization's vision.	15	4.13	86.7	13%	60%	27%		
49. Analyzes data and industry patterns to forecast opportunities and challenges.	15	4.20	86.7	7%	7%	47%	40%	
50. Develops a vision that is a catalyst for innovation and change.	15	4.00	73.3	13%	13%	33%	40%	

Comments:

- ___ has superb technical experience. I think she should take more advantage of department meetings to brief the team on her priorities and initiatives.
- I really enjoy working with ___. When we discovered there was an issue with the policy we worked together to complete it quickly so it went through committee in a timely manner.
- ___ is one of the most honest, ethical individuals I have ever met. I always trust her to make the right decisions for our unit.
- Provides team members with frequent informal feedback.
- She looks at problems in a systematic way and asks for input prior to making decisions.
- She is effective and her knowledge of processes is invaluable.

Comments

Those who gave you feedback had the opportunity to provide additional written comments about perceived strengths and possible development areas. This section provides a consolidated list of these comments.

What would help make you a more effective leader?

- She is passionate about providing the services necessary to meet the needs of our organization.
- 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.
- ___ is a very effective communicator and I always felt very well informed as her direct report.
- Detail oriented
- ___ is consistently working with her team to improve customer service and defining standards of service to hardwire those behaviors.
- Occasionally there are opportunities for better matching employee strengths with staff assignments.

What do you like best about working with this individual?

- ___ is a very good leader.
- Engagement is an area where ___ has improved by being more in-tune with department needs. She listens more and asks great questions.
- ___'s goes above and beyond in the areas of Professional Growth and Professionalism.
- She has taken her team to the next level.
- ___ does not shy away from making the tough calls and is respected by many members of our team.
- ___ is a very clear communicator. She approaches challenges in a collaborative format and is very open to looking at different approaches to achieve common goals. She engages her team in decisions and also encourages cross departmental communication.

What do you like least about working with this individual?

- ___ is a new manager. Her openness and positive communication with her team and her steadfastness to doing what is right to meet [CompanyName] goals has created a very positive energy in the department.
- ___ has been an effective leader for me. She encourages me to develop and knows what my strengths are. She assists me in identifying how to best utilize those strengths in my work to achieve job satisfaction.
- ___ is an excellent manager, our dept.is a good place to work with her as a boss
- She is a real advocate for the customers. Excellent department and computer skills
- ___ is a reliable and valued colleague. She is collaborative, respectful and professional with her team members and customers outside the organization.
- She has a vast storehouse of knowledge about the facility and our policies.

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

- One of the best supervisors that I have had.
- ___ 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.
- ___ is a great leader and supports her staff.
- ___ addresses questions/concerns quickly and listens to staffs' needs.
- ___ is a very good leader.
- I have participated in multiple interviews with ___ and she is always clear that the individual selected be one with the right talents- not just skills.

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

- I feel ____ always has the customer's best interest at heart.
- It is critical to maintain a sense of humor throughout difficult projects, especially when the progress of those projects is beyond our control. ____ does an excellent job of managing ongoing frustration with humor. She stays on point in meetings and encourages adherence to the agenda.
- ____ agreed in advisory team meetings to give more responsibility to the Director, so they can more effectively support ____ with leading the team. However, it appears project requests by meeting members and service line leaders are being approved by ____ without her bringing them before the team for discussion.
- I appreciate her dedication to the department employees.
- She holds everyone to such a high standard, you don't want to disappoint her.
- just know going through the hiring process with her.

Any final comments?

- ____ addresses questions/concerns quickly and listens to staffs' needs.
- ____ does not always follow through with things (ordering equipment).
- ____ has done tremendous work this past year in the Finance team.
- She is very supportive and easily approachable.
- Need to continue to take action when needed, although have improved. . .
- ____ stays focused on ways we can partner with departments throughout the organization to support our customers, service lines, and staff. Recently, ____ re-evaluated the positions in our office to realign the job duties with team members' strengths, as well as priorities for the office.