



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.

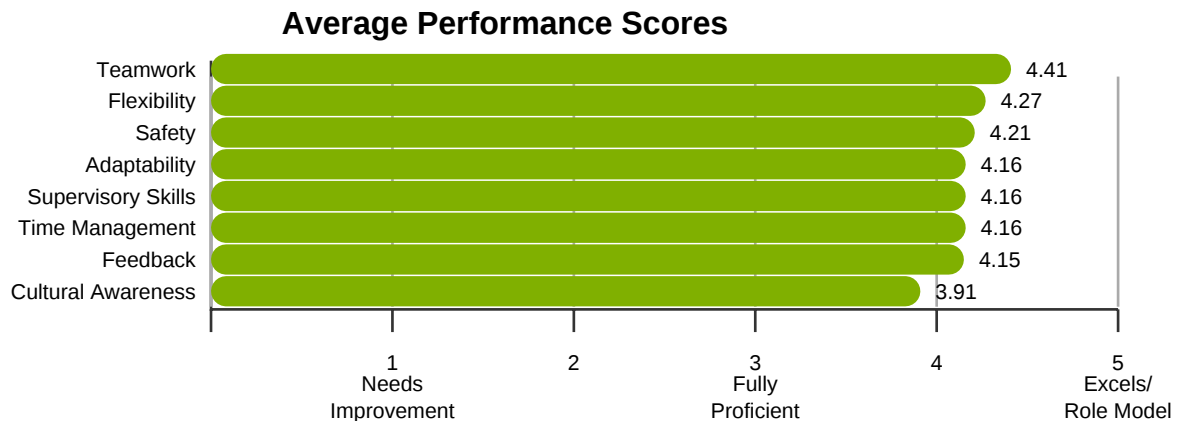
What to Do with Your Feedback

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

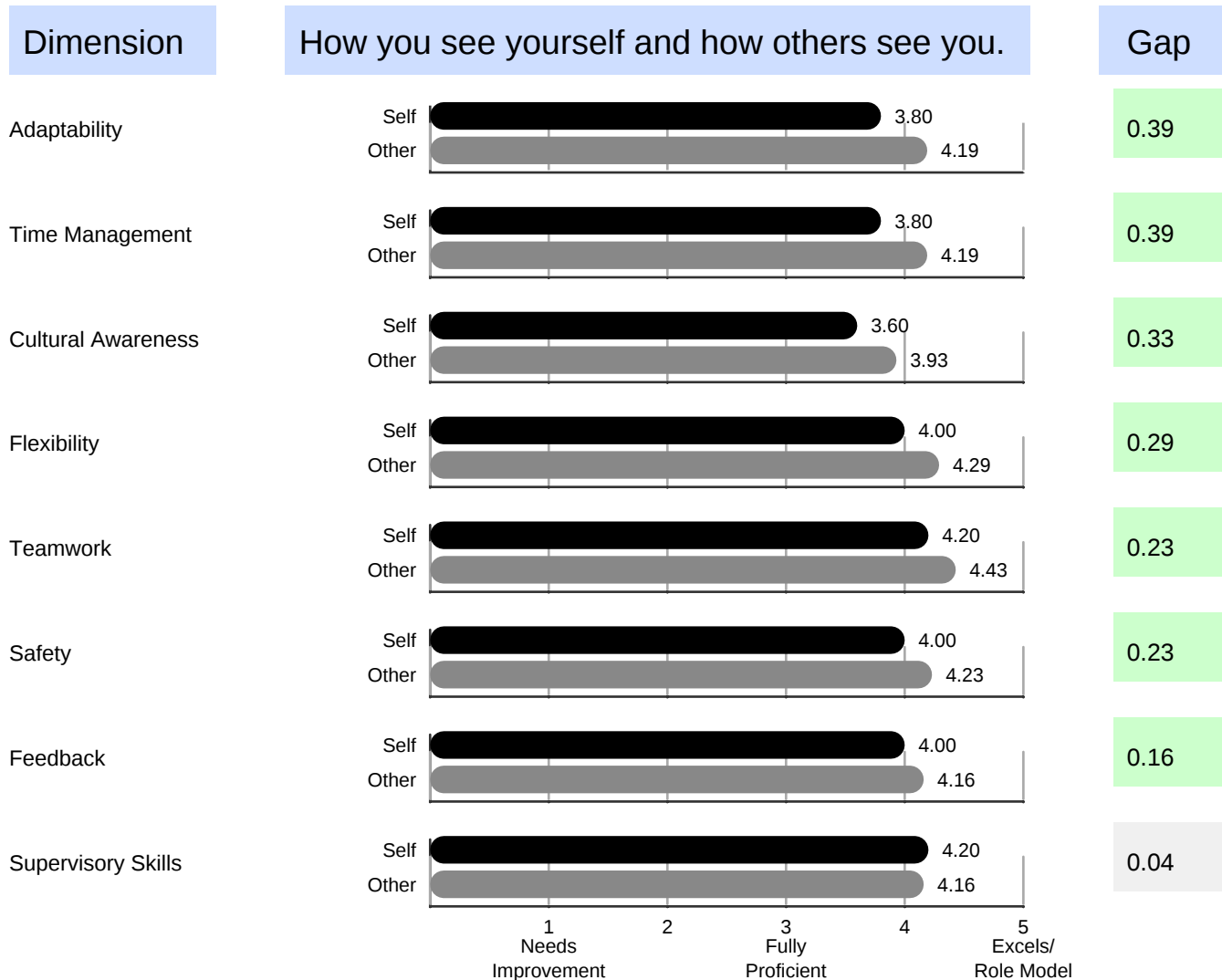
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 8 major dimensions of leadership.

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.



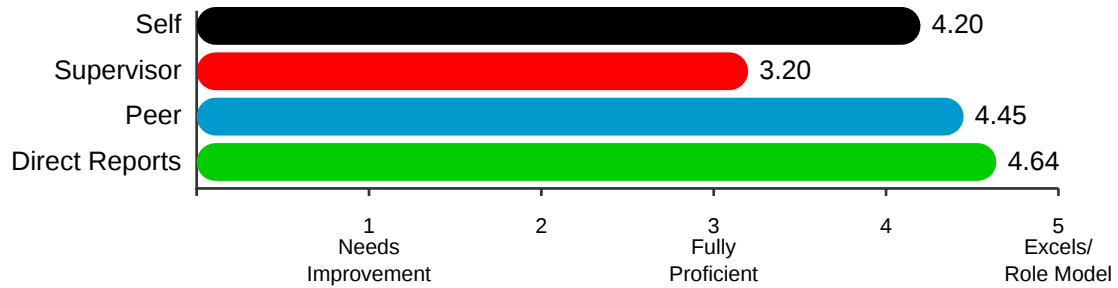
Gap Analysis

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. Committed to the successful completion of team goals.



2. Recognizes and respects the contributions and needs of each individual.



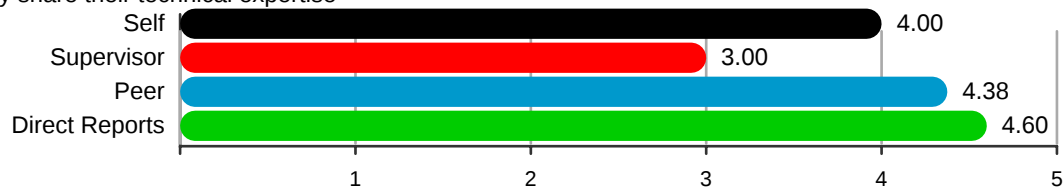
3. Shows respect for other team members.



4. Shares resources and information with the team.



5. Willingly share their technical expertise



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).

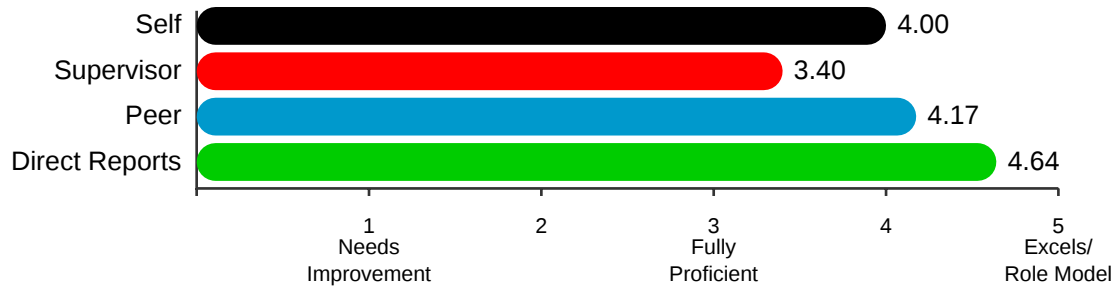
Item	n	Avg	LOA	Needs Improvement		Fully Proficient		Excels/ Role Model
1. Committed to the successful completion of team goals.	15	4.20	93.3	7%		67%		27%
2. Recognizes and respects the contributions and needs of each individual.	15	4.87	100.0	13%		87%		
3. Shows respect for other team members.	15	4.27	93.3	7%		60%		33%
4. Shares resources and information with the team.	15	4.40	86.7	13%		33%		53%
5. Willingly share their technical expertise	15	4.33	93.3	7%		53%		40%

Comments:

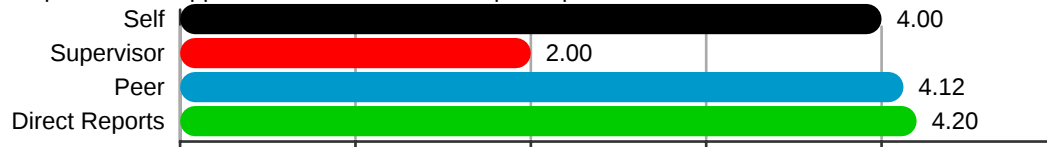
- ___ is a pleasure to work with. She takes the time to understand a situation before jumping in with a solution or answer. ___ continues to work to improve her departments and improve the engagement of her employees.
- ___'s office staff each have their own personalities and she effectively communicates with all of them.
- ___ routinely goes out of her way to make work a more engaging experience.
- ___ has been very effective at establishing expectations for her teams, and anyone that cannot meet those expectations are dealt with accordingly, in a fair, transparent, and straightforward manner.
- I think she is doing really good work and I found that to be one area I could list that might help.
- Her great communication style allows her to draw in floor staff, other departments and individuals easily.

Flexibility

Summary Scores



6. Able to adapt and tailor approaches based on the unique requirements of each scenario.



7. Able to change or adjust processes to accommodate changes in equipment or supplies.



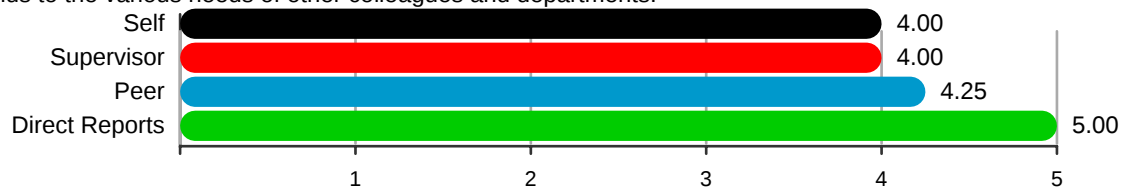
8. Expands productive capacity as demand for services increases.



9. Incorporates new skills fluently.



10. Responds to the various needs of other colleagues and departments.



Level of Skill

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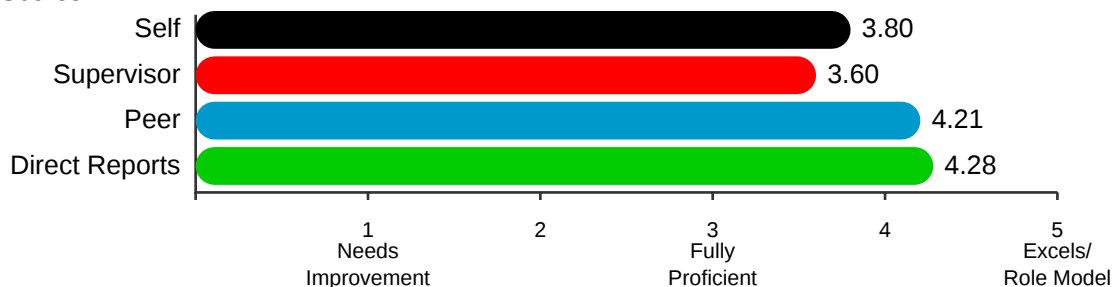
Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
6. Able to adapt and tailor approaches based on the unique requirements of each scenario.	15	4.00	80.0	7%	13%	53%	27%
7. Able to change or adjust processes to accommodate changes in equipment or supplies.	15	4.07	80.0		20%	53%	27%
8. Expands productive capacity as demand for services increases.	15	4.33	93.3	7%		47%	47%
9. Incorporates new skills fluently.	15	4.47	93.3	7%		40%	53%
10. Responds to the various needs of other colleagues and departments.	15	4.47	93.3	7%		40%	53%

Comments:

- By applying vision, strategy and activation in her day to day decisions she aspires us to be the best leaders we can be.
- I appreciate that ___ reaches out to communicate expected changes and organizational impact.
- ___ juggles a lot of responsibilities and appears to have it all under control.
- She has positive energy, leads by example, and cares about teammates.
- ___ sets high standards for her team and ensures they perform professionally.
- ___ is incredibly talented and very smart. Her attention to detail is unparalleled.

Adaptability

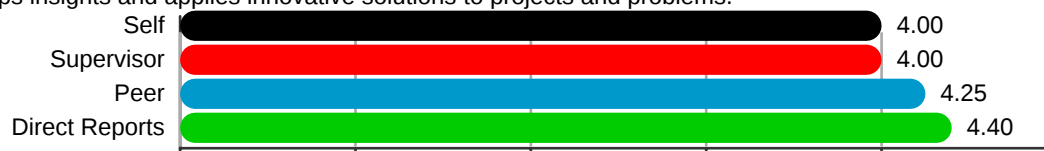
Summary Scores



11. Learns new skills to address important issues facing the department/company.



12. Develops insights and applies innovative solutions to projects and problems.



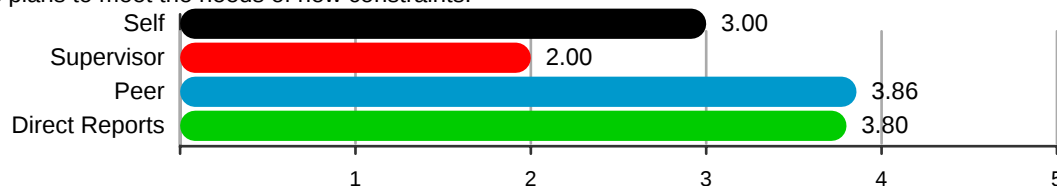
13. Learns new skills to become competitive and contribute to the bottom line.



14. Adapts to work successfully in a wide variety of situations and with a variety of coworkers.



15. Adjusts plans to meet the needs of new constraints.



Level of Skill

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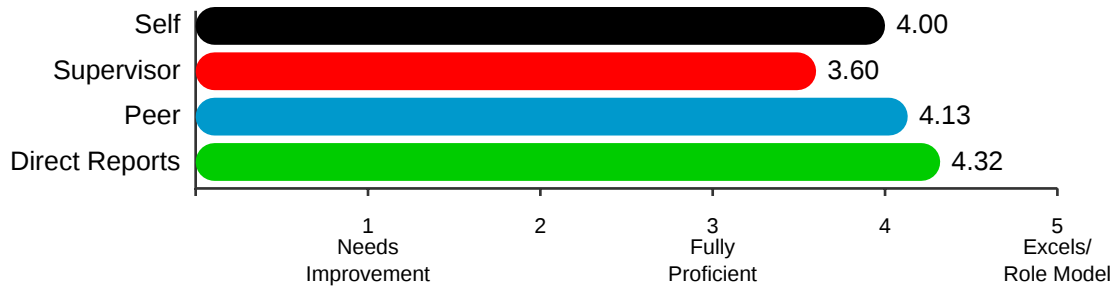
Item	n	Avg	LOA	Needs Improvement		Fully Proficient		Excels/ Role Model
11. Learns new skills to address important issues facing the department/company.	15	4.60	100.0		40%		60%	
12. Develops insights and applies innovative solutions to projects and problems.	15	4.27	100.0		73%			27%
13. Learns new skills to become competitive and contribute to the bottom line.	15	4.33	100.0		67%			33%
14. Adapts to work successfully in a wide variety of situations and with a variety of coworkers.	15	3.93	73.3	27%		53%		20%
15. Adjusts plans to meet the needs of new constraints.	14	3.64	57.1	14%	29%	36%		21%

Comments:

- One of the things that I most appreciate about ____ is her willingness to mentor and grow new talent.
- ____ is excellent at providing positive feedback in the moment while in meetings.
- She is a great communicator and works hard to ensure an aligned team across Implementation Cycles.
- ____ was very clear with a shared staff member on expectations of mandatory education requirements. I am glad ____ has joined the team.
- ____ has been excellent about obtaining feedback and our opinions about system and program changes.
- ____ understands the nuances and complexities of managing a modern organization and is effective in articulating these complexities to staff with lucidity and grace.

Feedback

Summary Scores



16. Selects an appropriate set of individuals (peers, subordinates, customers) to provide feedback through a 360-Feedback system.



17. Engages with team members, senior leaders, and external stakeholders to gather a variety of perspectives and insights that inform strategy and decision-making.



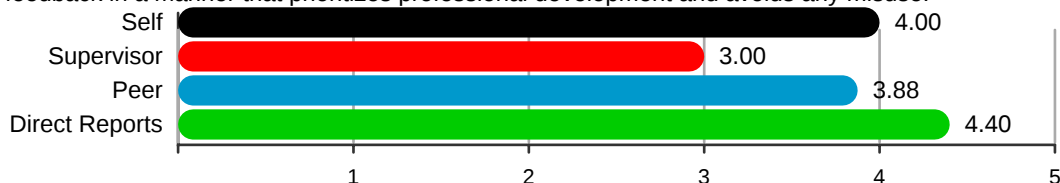
18. Provides feedback to others that includes both their strengths and weaknesses.



19. Clarifies what is expected in terms of performance and behavior.



20. Utilizes feedback in a manner that prioritizes professional development and avoids any misuse.



Level of Skill

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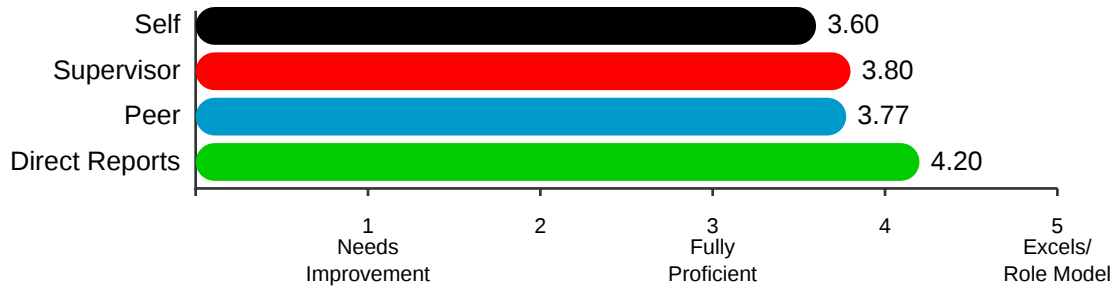
Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
16. Selects an appropriate set of individuals (peers, subordinates, customers) to provide feedback through a 360-Feedback system.	15	4.33	86.7	13%	40%	47%	
17. Engages with team members, senior leaders, and external stakeholders to gather a variety of perspectives and insights that inform strategy and decision-making.	15	4.27	93.3	7%	60%	33%	
18. Provides feedback to others that includes both their strengths and weaknesses.	14	4.00	92.9	7%	86%	7%	
19. Clarifies what is expected in terms of performance and behavior.	14	4.14	85.7	7%	7%	50%	36%
20. Utilizes feedback in a manner that prioritizes professional development and avoids any misuse.	15	4.00	66.7	7%	27%	27%	40%

Comments:

- She's a little slow responding to e-mails, but she also has a heavy load and she does get to them eventually.
- ___ is very dedicated. She makes sure she is here all times of the day to capture evening shift staff.
- Has the experience needed.
- Her communication is precise and at times short when some would prefer a greater detailed account.
- ___ is a outstanding manager.
- ___ 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.

Cultural Awareness

Summary Scores



21. Recognizes individual and cultural differences.



22. Responds thoughtfully to culturally influenced communication styles and preferences.



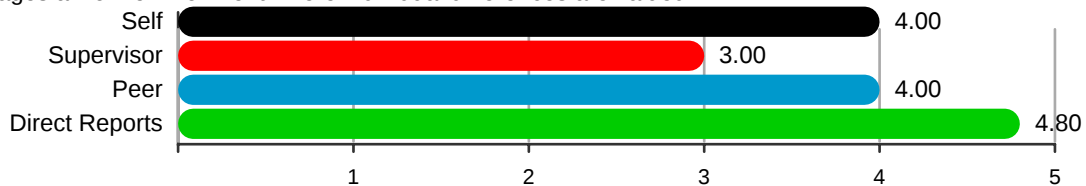
23. Encourages respectful dialogue around cultural differences and similarities.



24. Promotes continuous learning about customs, traditions, and workplace etiquette.



25. Encourages a work environment where individual differences are valued.



Level of Skill

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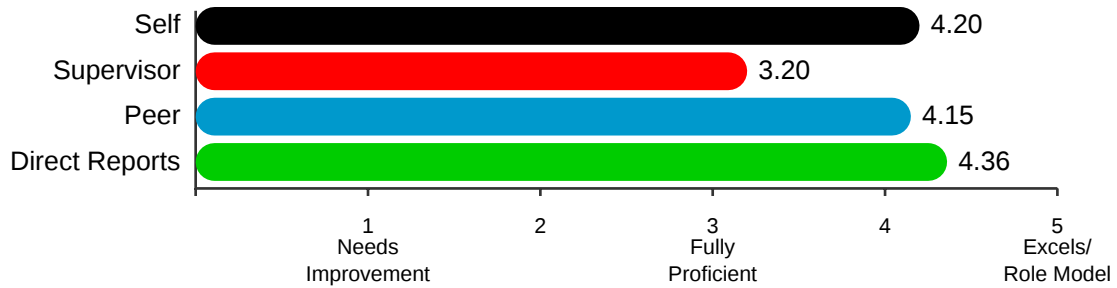
Item	n	Avg	LOA	Needs Improvement		Fully Proficient		Excels/ Role Model
21. Recognizes individual and cultural differences.	15	4.00	66.7	13%	20%	20%	47%	
22. Responds thoughtfully to culturally influenced communication styles and preferences.	15	3.47	53.3	13%	33%	47%	7%	
23. Encourages respectful dialogue around cultural differences and similarities.	15	3.60	66.7	13%	20%	60%	7%	
24. Promotes continuous learning about customs, traditions, and workplace etiquette.	15	4.27	86.7	7%	7%	40%	47%	
25. Encourages a work environment where individual differences are valued.	15	4.20	80.0	7%	13%	33%	47%	

Comments:

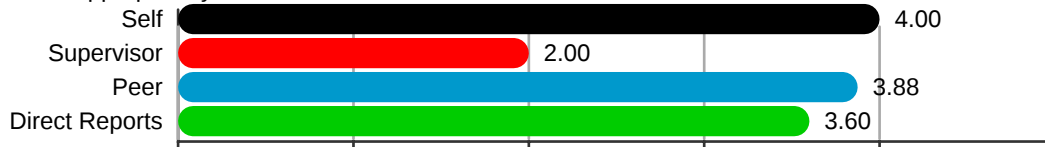
- ___ is someone I have immense respect for. She is someone that I can turn to if I am having problems or concerns. Whenever I have concerns or frustrations, I feel that I can always ask ___ and get an honest response.
- She always takes the time to listen to all of us and never gives you the impression that she's rushing you. She doesn't dismiss any issues you bring to her, no matter how small. Any time you need to talk to her, you know that she will really HEAR YOU!
- ___ excels at looking at other people's strengths and building upon them for the good of the department.
- Great year of growth!
- ___ also gives us assignments that may not be one of our strengths, but challenges us to become stronger in those areas so that we may become a stronger individual as a whole.
- I appreciate ___'s calm demeanor, her listening skills, and that she typically demonstrates that I have her full attention when we are in meetings.

Supervisory Skills

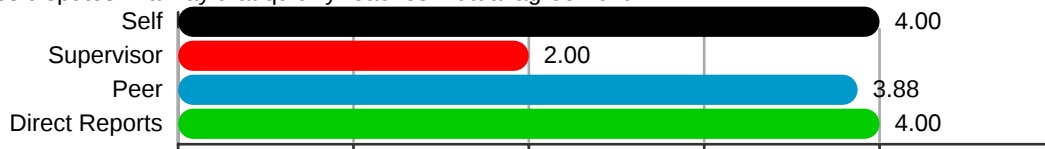
Summary Scores



26. Assigns tasks appropriately.



27. Resolves disputes in a way that quickly reaches mutual agreement.



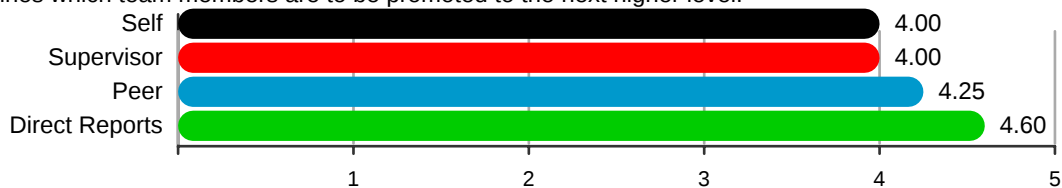
28. Sets the objectives to be completed for the shift.



29. Demonstrates empathy, respect, and openness to employees.



30. Determines which team members are to be promoted to the next higher level.



Level of Skill

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

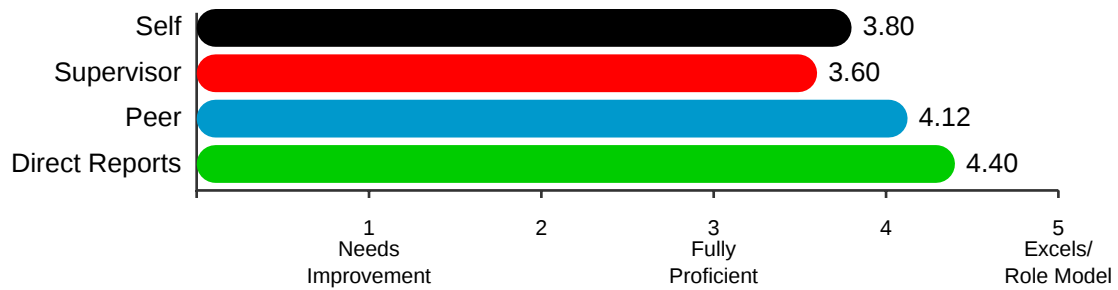
Item	n	Avg	LOA	Needs Improvement		Fully Proficient		Excels/ Role Model
26. Assigns tasks appropriately.	15	3.67	66.7	20%	13%	47%		20%
27. Resolves disputes in a way that quickly reaches mutual agreement.	15	3.80	73.3	20%	7%	47%		27%
28. Sets the objectives to be completed for the shift.	15	4.33	86.7	13%		40%		47%
29. Demonstrates empathy, respect, and openness to employees.	15	4.67	100.0			33%		67%
30. Determines which team members are to be promoted to the next higher level.	15	4.33	100.0			67%		33%

Comments:

- ___ has made great visible improvements in her roles of communication, teamwork and engagement. She is creating a great presence in her position currently.
- Communication to staff has greatly improved.
- ___ 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.
- ___ is very good at reading people which enables her to respond quickly and appropriately.
- 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.
- I admire ___ for her vision and ability to think outside the box to better meet our organization's needs.

Time Management

Summary Scores



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



32. Stays on track by effectively using the project schedule.



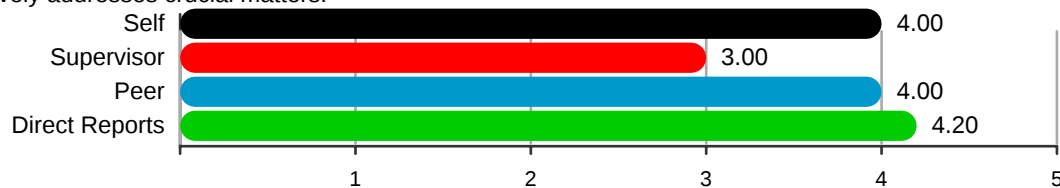
33. Effectively delegates tasks to maximize the use of time.



34. Usually works with a sense of urgency.



35. Proactively addresses crucial matters.



Level of Skill

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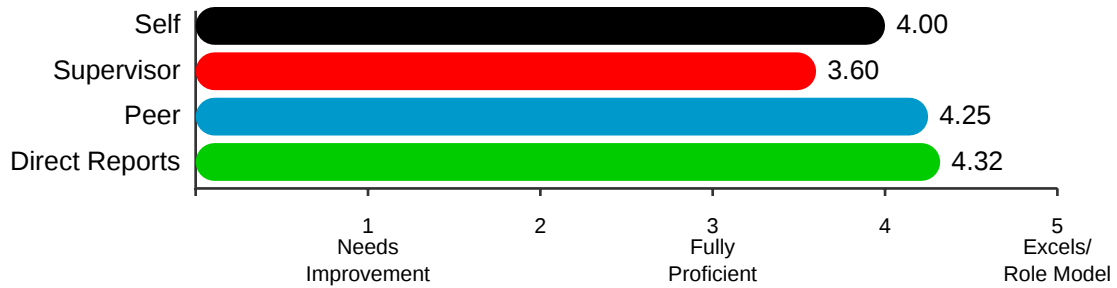
Item	n	Avg	LOA	Needs Improvement	Fully Proficient	Excels/ Role Model
31. Allows for time buffers between tasks so that the schedule does not become delayed.	15	4.07	80.0	20%	53%	27%
32. Stays on track by effectively using the project schedule.	15	4.47	100.0		53%	47%
33. Effectively delegates tasks to maximize the use of time.	15	4.13	80.0	20%	47%	33%
34. Usually works with a sense of urgency.	15	4.13	86.7	13%	60%	27%
35. Proactively addresses crucial matters.	15	4.00	80.0	20%	60%	20%

Comments:

- She is beginning to reach out to the other managers more, and it is appreciated.
- She is trustworthy, dependable, positive attitude, and team focused.
- I hope she knows how much I value her and how I've come to rely on her knowledge, self-assurance and wisdom.
- I appreciate ___'s calm demeanor, her listening skills, and that she typically demonstrates that I have her full attention when we are in meetings.
- She handles situations in a calm, collective manner, and researches a situation before making a decision.
- ___ has been very helpful to me as a new manager this year.

Safety

Summary Scores



36. Supports our company's safety programs.



37. Seeks to reduce the likelihood of accidents.



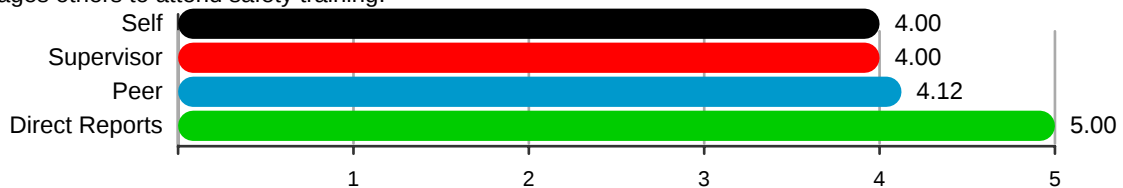
38. Commits adequate resources toward safety measures.



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



40. Encourages others to attend safety training.



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
36. Supports our company's safety programs.	15	4.33	100.0			67%		33%
37. Seeks to reduce the likelihood of accidents.	15	3.93	80.0	13%	7%	53%		27%
38. Commits adequate resources toward safety measures.	15	4.27	86.7	13%		47%		40%
39. Is not afraid to question a potential safety issue observed in the workplace.	15	4.13	86.7	13%		60%		27%
40. Encourages others to attend safety training.	15	4.40	93.3	7%		47%		47%

Comments:

- When in meetings in ___'s division, it is obvious that she has spent time on setting clear expectations, understanding her staff, and ensuring there is a good fit between roles and strengths. Her jobs centers on effective collaboration and communication with others and she models these attributes.
- She encourages teammates more as a peer than a coach.
- ___ does a great job in supporting and engaging all of her employees.
- ___ is highly skilled and remains focused despite the many directions in which she is pulled. She is calm, easy to work with and makes decisions only after being fully informed.
- Is self-aware of own strength and weakness. Asking for help by adding another manager.
- Overall I think she does a great job and she is very approachable.

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 could be more challenging at times with teammates and deliver critical feedback when necessary.
- 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.
- Always approachable no matter how busy she is.
- The work we do is focused on the people so often that we forget to mention the entire reason is all about the customer.
- She promotes teamwork and has put forth a lot of effort in getting managers, providers, and employees engaged.
- _____ 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 constant side of it.

What do you like best about working with this individual?

- I think _____ has done an excellent job as our Manager. I think it has been a challenging transition to the role since the staff respected and admired our past Manager. I also think there were many things as a unit we were lacking or not handling well when _____ took over and I feel _____ has risen to the occasion and handled herself well.
- _____ has made great strides with increasing communication and teamwork within her reports.
- I can not say enough good things about _____.
- _____ is able to problem solve very well.
- 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.
- She continues to make improvements in core competencies.

What do you like least about working with this individual?

- She has an innate ability to match assigned roles with individual strengths.
- I so appreciate that _____ is so on top of everything that we do in payroll.
- _____ has built relationships with some outside vendors that have been difficult to operationalize because the team was not involved in the decision, nor do they fully understand why we are using them.
- When in meetings in _____'s division, it is obvious that she has spent time on setting clear expectations, understanding her staff, and ensuring there is a good fit between roles and strengths. Her jobs centers on effective collaboration and communication with others and she models these attributes.
- She is a great leader.
- She is a strong leader and it will make her even stronger to listen to her employees. I would encourage her to listen more before reacting, her employees have good insight and will become more engaged.

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

- _____ has a great strength in process improvement-maybe even more than people around her realize. She has kind of a quiet strength in this area.
- _____ is a team player and effective in her role.
- She is quick to recognize when employees are not the right fit for their position and takes action (even when/if this results in discomfort for the team affected and/or if this action results in added work for her).
- I find her to be a stellar asset to our team at [CompanyName].
- She has been influential in our focus on the future.
- Don't know where we would be without her.

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

- ____ is a very positive addition to our Management team.
- I appreciate the reality of her open door policy. Thanks for letting her be a part of our department.
- It's a pleasure to work with ____ and her team. I believe this will really move [CompanyName] forward...in a very positive direction.
- Employees were not encouraged to do anything besides come to work.
- I have been in the work force for over 30 years and had outstanding directors and leaders, however ____ surpasses anyone I met before.
- ____ also takes feedback well. When she expresses a comment or presents a change for the floor that may reflect a disconnection with how "real life•" works, she is able to listen and alter her approach for consideration to staff's views.

Any final comments?

- ____ is an amazing manager. She genuinely cares about her staff.
- She communicates clearly and responds to request without unnecessary delay.
- ____ will sometimes delegate work while continuing to do her own work on the same project she delegated without including the employee she originally delegated the work to. This can make talented employees feel frustrated and lead to wasted time and energy.
- ____ is a role model of a leader and I feel privileged to have ____ as a leader and a mentor.
- She seems to be well respected from members of her own team as well.
- I believe ____ sets the bar for collaborative work and demonstrating team building. She is an exceptional peer and one who I enjoy working with.