



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.

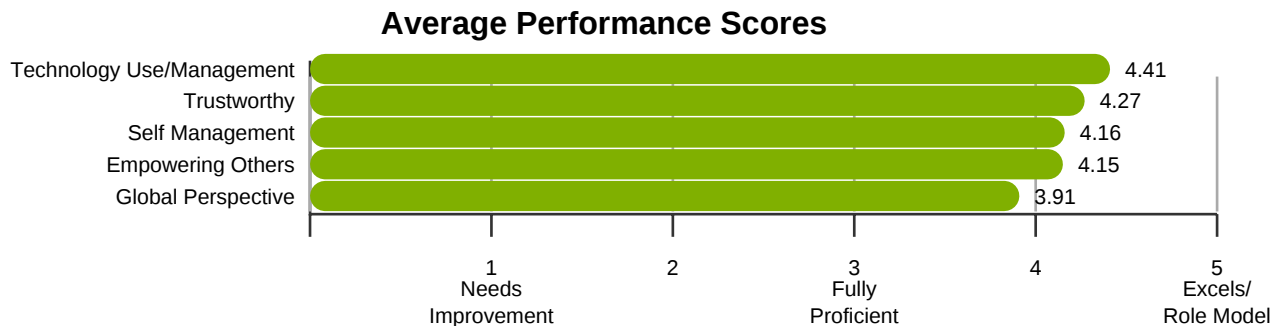
What to Do with Your Feedback

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

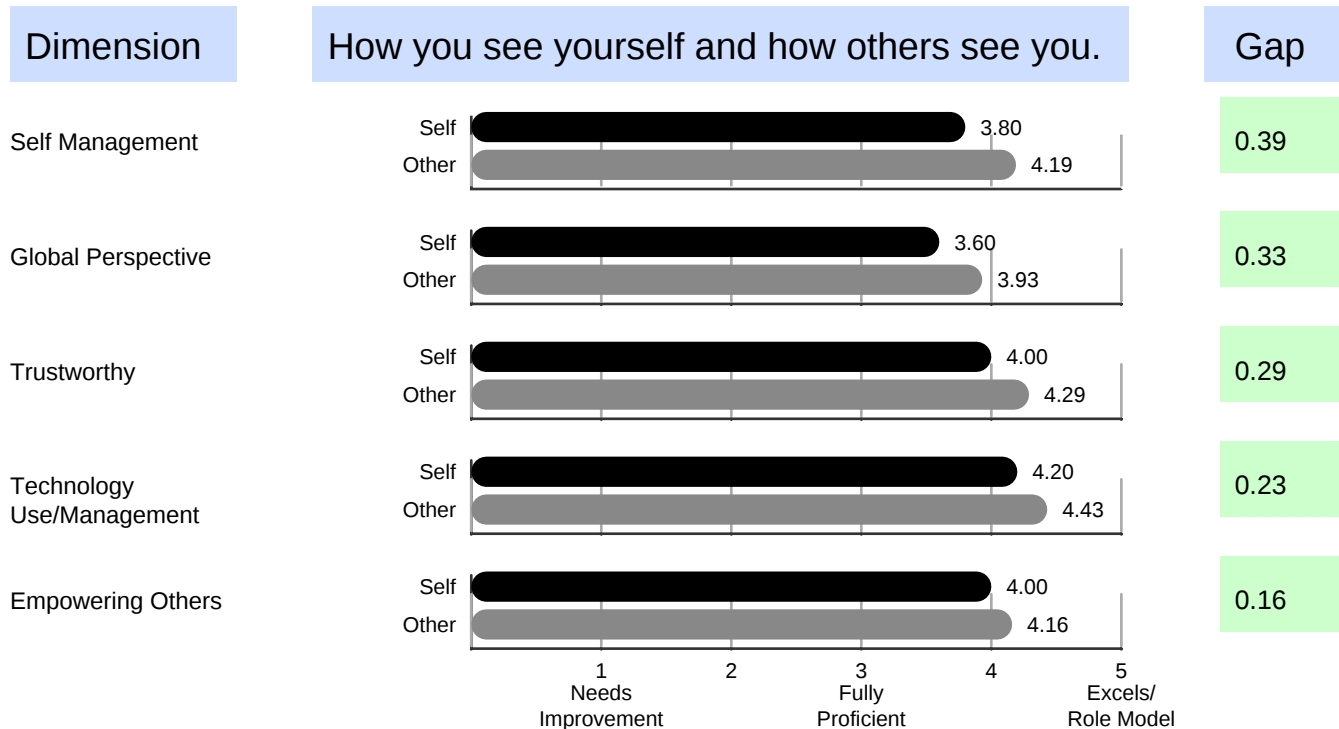
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 5 major dimensions of leadership.

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.



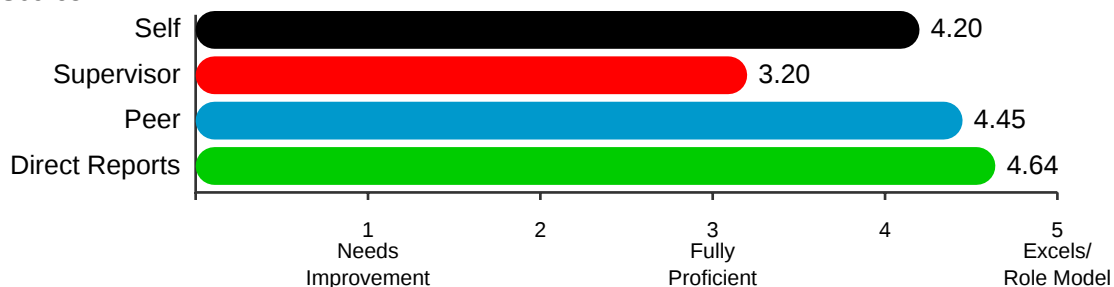
Gap Analysis

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.



Technology Use/Management

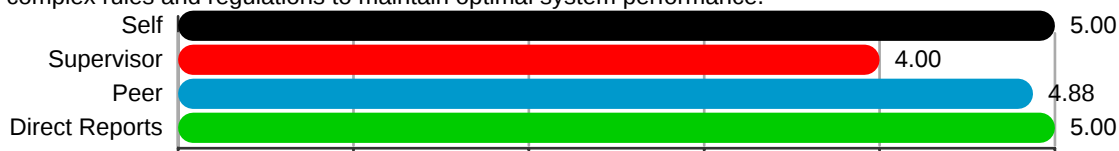
Summary Scores



1. Identifies gaps between actual and needed technical competencies and provides recommendations for required training.



2. Applies complex rules and regulations to maintain optimal system performance.



3. Supports technical training and development of employees.



4. Uses technology in decision making and problem solving.



5. Adopts the implementation of new technology into the workplace.



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).

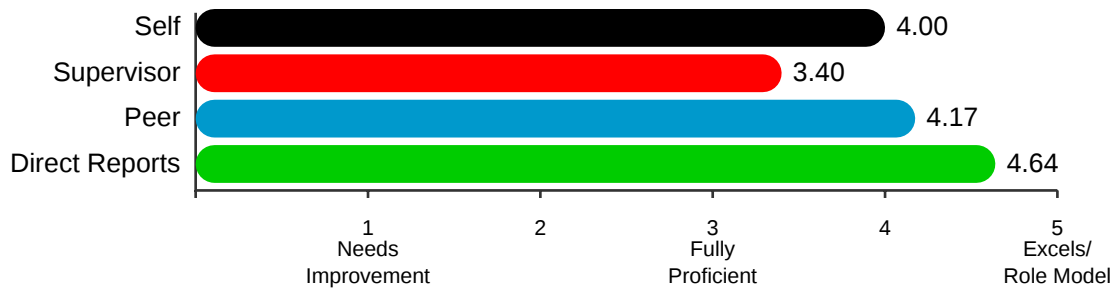
Item	n	Avg	LOA	Needs Improvement	Fully Proficient	Excels/ Role Model
1. Identifies gaps between actual and needed technical competencies and provides recommendations for required training.	15	4.20	93.3	7%	67%	27%
2. Applies complex rules and regulations to maintain optimal system performance.	15	4.87	100.0	13%	87%	
3. Supports technical training and development of employees.	15	4.27	93.3	7%	60%	33%
4. Uses technology in decision making and problem solving.	15	4.40	86.7	13%	33%	53%
5. Adopts the implementation of new technology into the workplace.	15	4.33	93.3	7%	53%	40%

Comments:

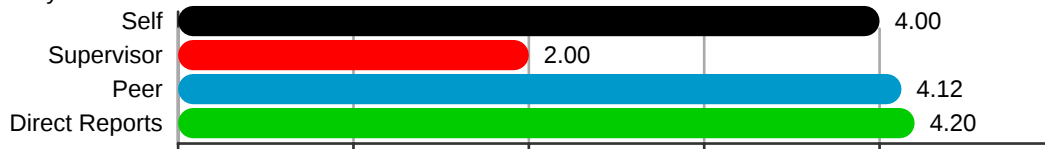
- Care should be taken to ensure decisions are not made in a conference room about work done by your 'frontline' staff. There have been several occasions where decisions regarding process changes were made (and implemented) without involving the staff actually doing the work in the decision making process.
- I feel as though ___ is still getting to know her management team and employees. She has only been overseeing our area for a little over 6 months. I am confident that the more we work with one another the better she will be able to acknowledge our strengths and assign responsibilities to best use those strengths. She is an excellent role model, I look forward to learning from her.
- 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.
- ___ has improved in her interaction with other departments. But this is an area that she could continue to work on.
- She is a fantastic resource.
- She has taken the initiative to always be finding new ways to grow both professionally and personally.

Trustworthy

Summary Scores



6. Is a person you can trust.



7. Seeks to mitigate grievances by clarifying intentions and finding suitable remedies.



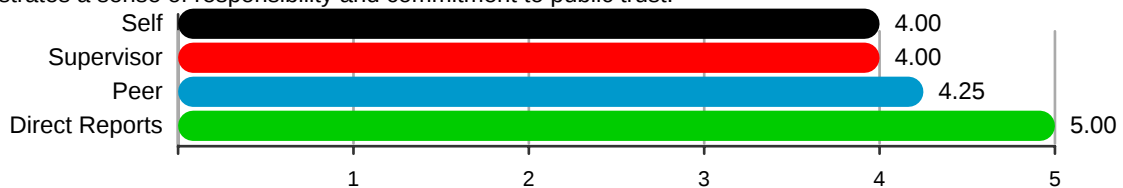
8. Takes ownership, delivers on commitments



9. Demonstrates congruence between statements and actions.



10. Demonstrates a sense of responsibility and commitment to public trust.



Level of Skill

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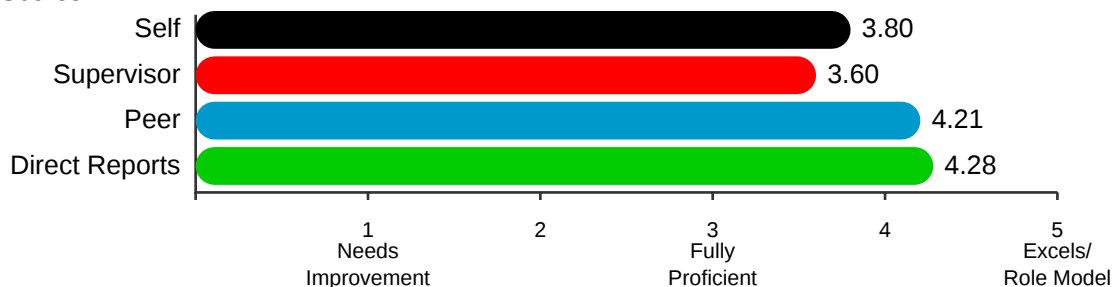
Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
6. Is a person you can trust.	15	4.00	80.0	7%	13%	53%	27%
7. Seeks to mitigate grievances by clarifying intentions and finding suitable remedies.	15	4.07	80.0		20%	53%	27%
8. Takes ownership, delivers on commitments	15	4.33	93.3	7%		47%	47%
9. Demonstrates congruence between statements and actions.	15	4.47	93.3	7%		40%	53%
10. Demonstrates a sense of responsibility and commitment to public trust.	15	4.47	93.3	7%		40%	53%

Comments:

- ___ is a good manager to work with she will find time to answer your questions and do a research if it needs to. She always appreciate the things everybody do for the department. She is a bright and smart manager to work with.
- she remained objective throughout the process and was willing to analyze any option suggested that would enable [CompanyName] to better serve our community.
- ___ has the technical skills: such a the computer program knowledge, budget knowledge, ability to collaborate with her peers and other organizations when needed.
- Her quality of work is good.
- ___ takes some time to process new ideas and often reacts before considering the facts. Once ___ has had time took think about discussions, she is willing to work with other departments and staff. She can be stubborn at times.
- ___ is always focused on the customer, shares this philosophy with her team and then empowers them to work together within the department as well as with other departments to ensure that the service to the customer exceed expectations.

Self Management

Summary Scores



11. Analyzes interpersonal problems instead of reacting to them.



12. Uses patience and self-control in working with customers and associates.



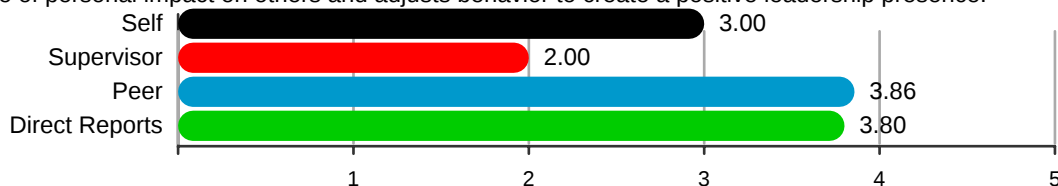
13. Sets an example for associates during stressful periods by maintaining a positive, can-do attitude.



14. Steps away from a situation to process appropriate response.



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



Level of Skill

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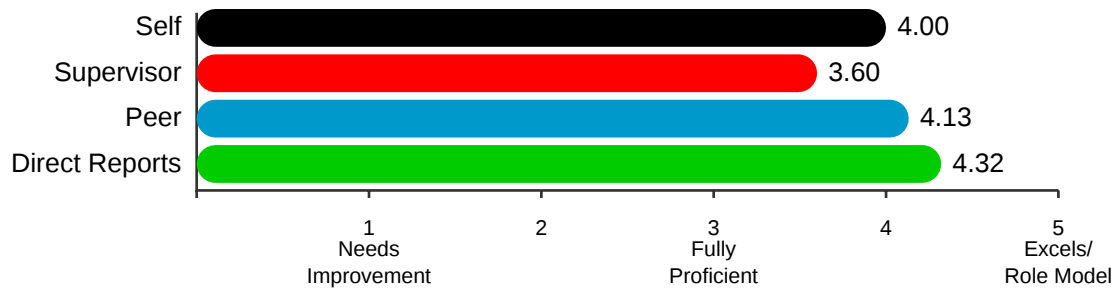
Item	n	Avg	LOA	Needs Improvement		Fully Proficient		Excels/ Role Model
11. Analyzes interpersonal problems instead of reacting to them.	15	4.60	100.0		40%		60%	
12. Uses patience and self-control in working with customers and associates.	15	4.27	100.0		73%			27%
13. Sets an example for associates during stressful periods by maintaining a positive, can-do attitude.	15	4.33	100.0		67%			33%
14. Steps away from a situation to process appropriate response.	15	3.93	73.3		27%		53%	20%
15. Is aware of personal impact on others and adjusts behavior to create a positive leadership presence.	14	3.64	57.1	14%		29%	36%	21%

Comments:

- ___ is a visionary, has a lot of experience and knows what is happening in the department which is a benefit to the department and to the organization.
- ___ investigates any employee problem before she reacts and has dealt with each situation fairly. She collaborates well with other departments and is always focused on the customer experience.
- ___ is very committed to the growth of [CompanyName] and adaptable to the various changes within.
- Sometimes her decisions aren't thought through from a financial perspective.
- She tends to ask for feedback in group settings, such as Core Competencies, where people are afraid to speak up or do not want to seem disrespectful.
- She is a great manager and person to work for/with.

Empowering Others

Summary Scores



16. Enables employees to take on more challenging roles.



17. Motivates and encourages employees to be successful in their jobs.



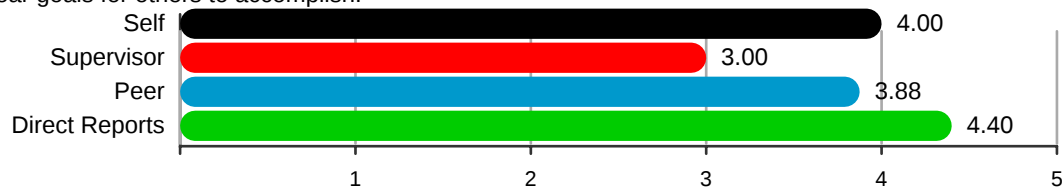
18. Assigns important tasks to subordinates.



19. Allows for flexibility in the working hours.



20. Sets clear goals for others to accomplish.



Level of Skill

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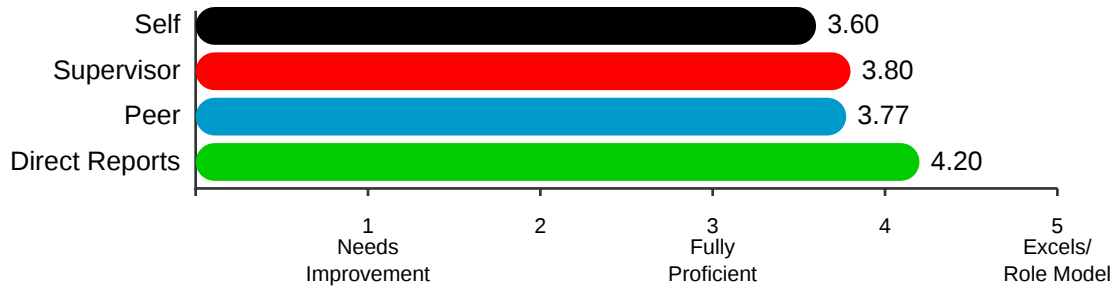
Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
16. Enables employees to take on more challenging roles.	15	4.33	86.7	13%	40%	47%	
17. Motivates and encourages employees to be successful in their jobs.	15	4.27	93.3	7%	60%	33%	
18. Assigns important tasks to subordinates.	14	4.00	92.9	7%	86%	7%	
19. Allows for flexibility in the working hours.	14	4.14	85.7	7%	7%	50%	36%
20. Sets clear goals for others to accomplish.	15	4.00	66.7	7%	27%	27%	40%

Comments:

- ___ consistently puts customer service and positive customer outcomes at the forefront of any discussion and/or decisions.
- She works very hard to keep the department running smoothly and I appreciate all that she does for [CompanyName].
- 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.
- She has taken her team to the next level.
- I have appreciated partnering with ___ over the last year in conversations with our educational partners interested in bringing their degree programs on-site for our production staff, as well in the whole transition of the department and roles of various employees. Her support during this transition was extremely helpful to me.
- She is open to feedback, but I haven't seen noticeable changes in her behavior as a result.

Global Perspective

Summary Scores



21. Able to listen and understand others and discuss issues in a respectful way.



22. Analyzes global issues/problems that are having a large impact on the Company.



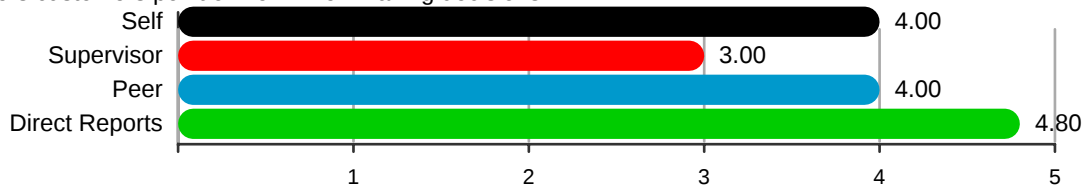
23. Understands how cultures differ and how these differences impact work behavior.



24. Cooperates with others on a global scale.



25. Considers customers point of view when making decisions.



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
21. Able to listen and understand others and discuss issues in a respectful way.	15	4.00	66.7	13%	20%	20%	47%
22. Analyzes global issues/problems that are having a large impact on the Company.	15	3.47	53.3	13%	33%	47%	7%
23. Understands how cultures differ and how these differences impact work behavior.	15	3.60	66.7	13%	20%	60%	7%
24. Cooperates with others on a global scale.	15	4.27	86.7	7%	7%	40%	47%
25. Considers customers point of view when making decisions.	15	4.20	80.0	7%	13%	33%	47%

Comments:

- She will always take the time to discuss all customer service issues that may arise or are brought to her attention.
- I know she is busy, but the information requests or answers to emailed questions can slow things down. Communicate more directly and more often.
- Great addition to the department!
- ___ is actively involved in observations and demonstrates her commitment to the team. This is very much appreciated.
- ___ is an excellent listener. She is HIGHLY respected by her staff, and other leaders around the organization. I honestly have a very hard time trying to think of an area for improvement.
- I was impressed with the time she spent both working on the issue and with the individual. I believe these efforts will pay off.

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?

- ___ wants what is best for the organization and Security team and as a manager she expects the best the each have to offer.
- I have only worked under ___ for a short time but I am impressed often at her excellent leadership skills and ability to guide her staff under the competency model.
- She is fair but firm, she sees the good/bad in people and knows how to handle situations appropriately.
- ___ is a respected leader and peer. She manages her unit well and her staff appear to high regard for her as their leader.
- ___ has grown a great deal this year as a director. I feel her communication style is a bit rough around the edges. I think she can come across as dismissive at times even though that may not be the intent. . Otherwise she is very reliable and has taken on some big initiatives that have been very successful.
- ___ 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.

What do you like best about working with this individual?

- Her recent willingness to take on the department demonstrates her desire to engage in opportunities to challenge herself professionally and seek continuous learning and growth opportunities. Additionally, it illustrates her genuine commitment to the organization.
- Her communication style can also come across as very directive at times to peers and subordinates.
- Seek and provide critical feedback.
- Appreciate ___'s dedication to making the facilities cleaner. Results are evident.
- She is also quick to tap into her past experiences in attempting to find the best solution.
- Confidence, Attitude, Desire to learn.

What do you like least about working with this individual?

- Look up collaboration and you'll find ___'s picture beside the word.
- ___ 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.
- She completes complex, multi-faceted tasks efficiently and involves essential staff which generates support and positive momentum.
- Great addition to our team!
- 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.
- ___ does a great job in letting me know what is expected. She holds regular meetings to keep me on track and is helping to mentor me in my new role.

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

- She consistently conducts herself with professionalism and represents our unit well.
- She is an effective communicator with her colleagues and I look forward to working with her in the years to come as we taken [CompanyName] to new levels of achievement.
- I appreciate her dedication to the department employees.
- I have found ___ to be very competent and professional. She delivers when and what she says she will and her work is always complete and accurate.
- ___ has been an excellent addition to our department. Having a positive, supportive director has helped increase staff engagement.
- Her communication style can also come across as very directive at times to peers and subordinates.

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

- She is an advocate for [CompanyName].
- Her guidance is outstanding, as her expectations are very high and that allows anyone to grow and learn under her mentoring skills.
- Communication to entire team is excellent and helps engage all staff. ___'s visibility to her team has been very positive.
- I appreciate the reality of her open door policy. Thanks for letting her be a part of our department.
- I so appreciate that ___ is so on top of everything that we do in payroll.
- Show others it is possible to understand both sides without having to agree all the time.

Any final comments?

- ___ does a great job of ensuring her departments are meeting the needs of the organization and our community.
- ___ has a calm and professional style.
- She has taken the proverbial "ball" and ran with it in a way that shows excellence in her endeavor.
- I have observed that ___ has made some very good decisions with her leadership team this year. She values her team and sets clear expectations. She is a team player when working on projects or issues and she always responds promptly to requests for assistance.
- ___ always presents herself in the most professional manner.
- She is excellent at helping/coaching/problem-solving with others.