



Feedback Results
Your CompanyName Here
2025

Sample Employee

Results Generated by HR-Survey

February 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.

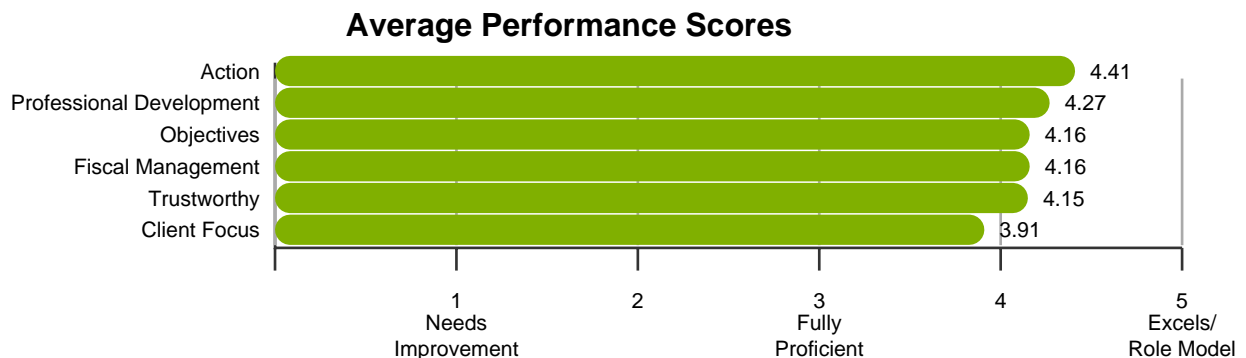
What to Do with Your Feedback

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

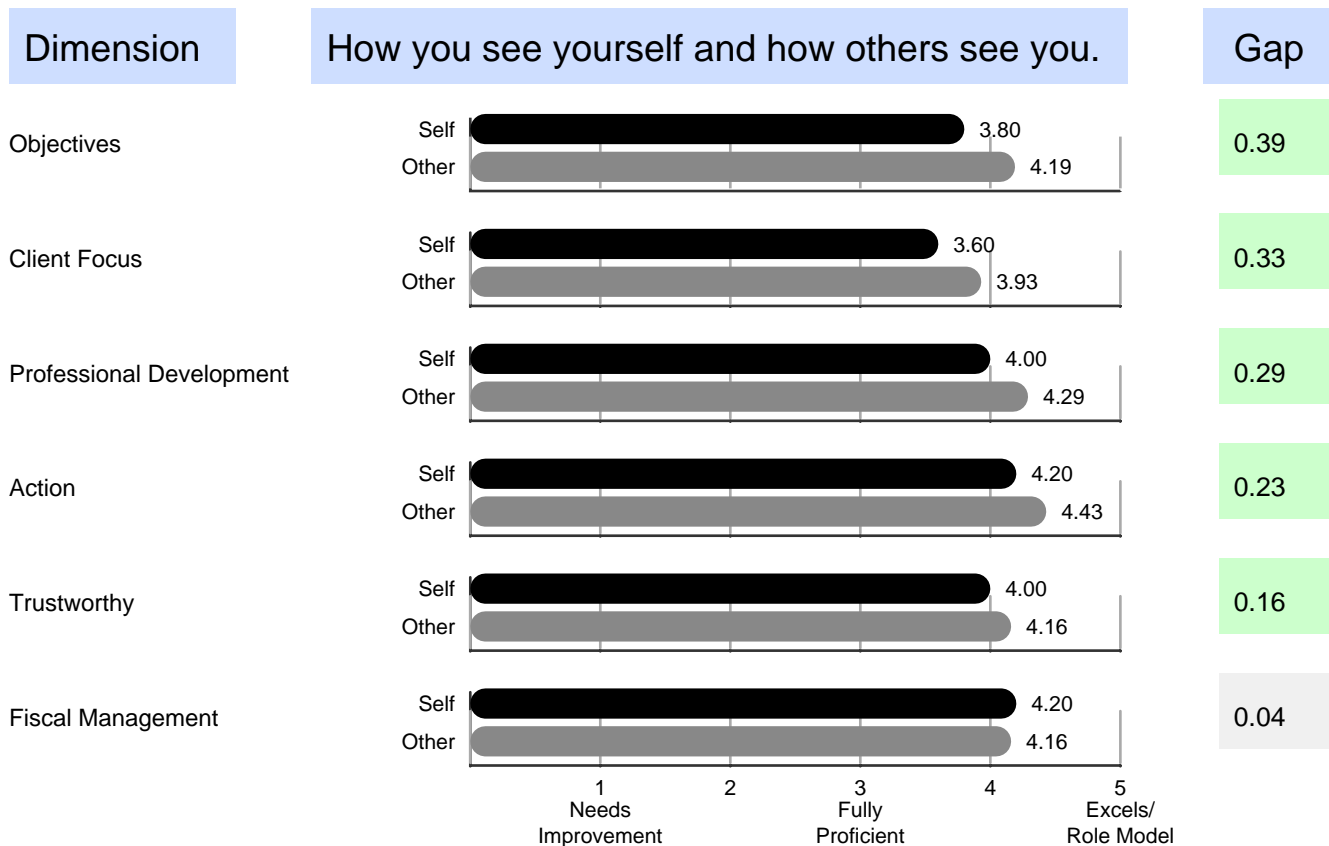
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 6 major dimensions of leadership.

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.



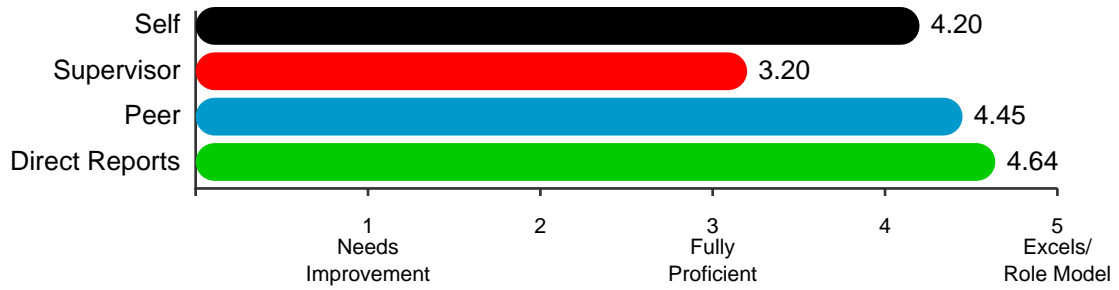
Gap Analysis

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.



Action

Summary Scores



1. Creates innovative products and services.



2. Regularly conducts preventative maintenance on the equipment.



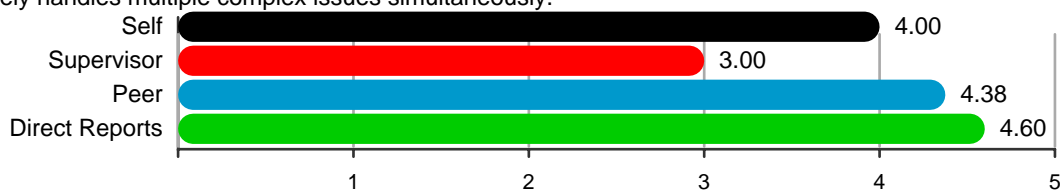
3. Assigns tasks to team members based on their strengths.



4. Seeks out opportunities to contribute beyond assigned responsibilities.



5. Effectively handles multiple complex issues simultaneously.



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).

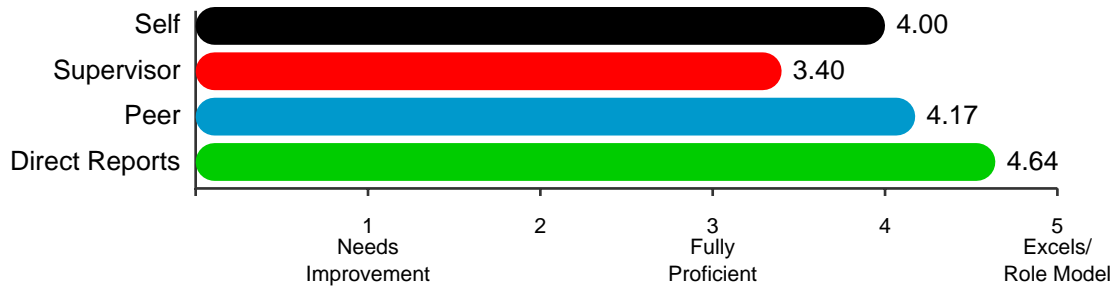
Item	n	Avg	LOA	Needs Improvement	Fully Proficient	Excels/ Role Model
1. Creates innovative products and services.	15	4.20	93.3	7%	67%	27%
2. Regularly conducts preventative maintenance on the equipment.	15	4.87	100.0	13%	87%	
3. Assigns tasks to team members based on their strengths.	15	4.27	93.3	7%	60%	33%
4. Seeks out opportunities to contribute beyond assigned responsibilities.	15	4.40	86.7	13%	33%	53%
5. Effectively handles multiple complex issues simultaneously.	15	4.33	93.3	7%	53%	40%

Comments:

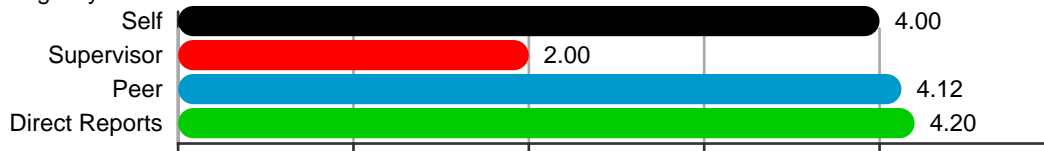
- Our desire to improve loss rates has been encouraged and supported by ____.
- ____ is a visionary, has a lot of experience and knows what is happening in the department which is a benefit to the department and to the organization.
- ____'s office staff each have their own personalities and she effectively communicates with all of them.
- Does well in most technical skills and is willing to learn anything that is new
- ____ has brought a level of professionalism and marketing still to our team that we desperately needed. We are glad to have her direction, talent and enthusiasm.
- Even though she is part-time, I don't like the minimal face-to-face exposure.

Professional Development

Summary Scores



6. Contributing fully to the extent of their skills



7. Demonstrate enthusiasm and a willingness to learn new skills and knowledge



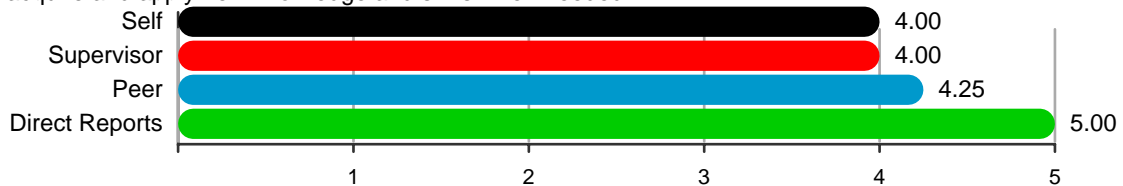
8. Encourages employees to take courses relevant to their job.



9. Seeks opportunities for continuous learning.



10. Quickly acquire and apply new knowledge and skills when needed



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).

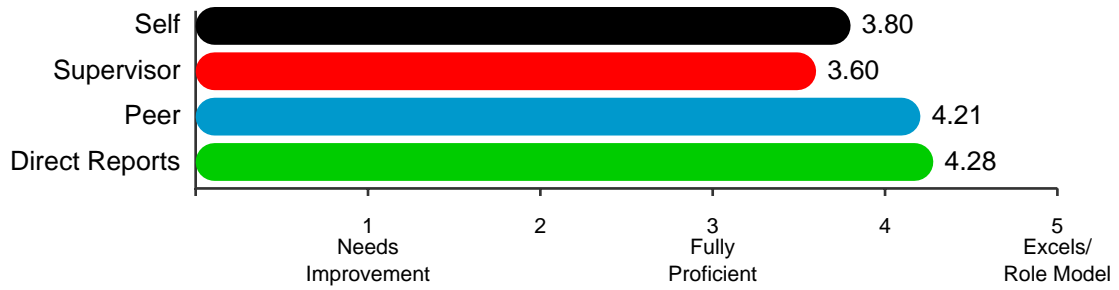
Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
6. Contributing fully to the extent of their skills	15	4.00	80.0	7%	13%	53%	27%
7. Demonstrate enthusiasm and a willingness to learn new skills and knowledge	15	4.07	80.0		20%	53%	27%
8. Encourages employees to take courses relevant to their job.	15	4.33	93.3	7%		47%	47%
9. Seeks opportunities for continuous learning.	15	4.47	93.3	7%		40%	53%
10. Quickly acquire and apply new knowledge and skills when needed	15	4.47	93.3	7%		40%	53%

Comments:

- ___ sometimes doesn't answer emails in a timely manner. Some people have come into our office commenting on this. One person said they have been waiting a month for a response.
- ___ has been a tremendous resource for my own professional development in this department and in recruitment. She openly provides feedback, talks through issues/questions, and engages me in the entire process. She finds opportunities for team to utilize our own strengths in order to contribute to the larger team.
- she remained objective throughout the process and was willing to analyze any option suggested that would enable [CompanyName] to better serve our community.
- ___ relies on her direct reports to solicit input and involve front line staff in everyday work.
- ___ supports and affirms her staff. She has shown that she knows how to engage all members of our care management practice to be partners with her and our organization, in our joint venture and journey toward excellence. She does not want perfection, but it is clear that she expects the best that can be done for our customer, because that is what she models.
- ___ is a great leader. She provides guidance and sets expectations to ensure desired outcomes.

Objectives

Summary Scores



11. Communicates goals and objectives to employees.



12. Encourages me to take on greater responsibility.



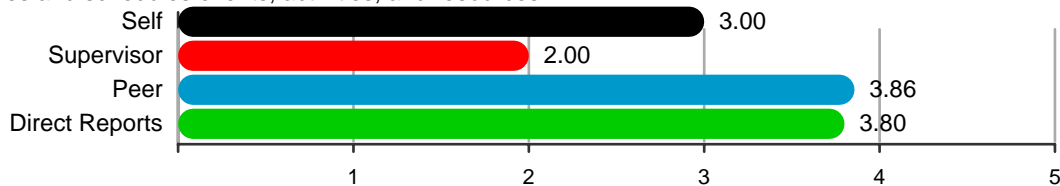
13. Assures [Company] principles are understood, employed & pursued.



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



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



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).

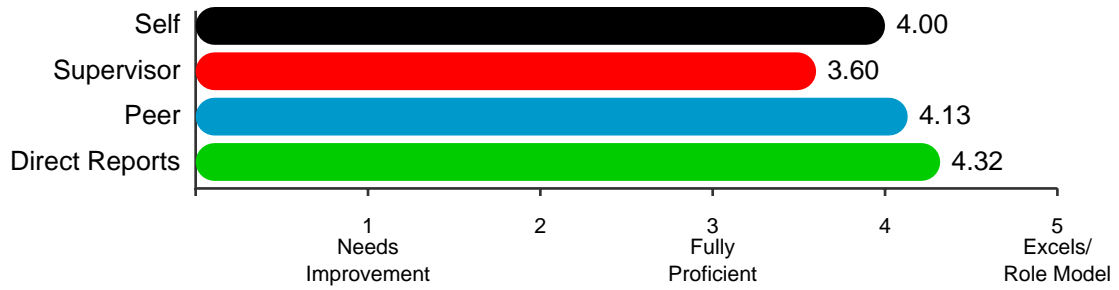
Item	n	Avg	LOA	Needs Improvement	Fully Proficient	Excels/ Role Model
11. Communicates goals and objectives to employees.	15	4.60	100.0	40%	60%	
12. Encourages me to take on greater responsibility.	15	4.27	100.0	73%	27%	
13. Assures [Company] principles are understood, employed & pursued.	15	4.33	100.0	67%	33%	
14. Consistently provides me with timely feedback for improving my performance.	15	3.93	73.3	27%	53%	20%
15. Organizes and schedules events, activities, and resources.	14	3.64	57.1	14%	29%	36%

Comments:

- ___ leads by example in each of the areas noted above.
- 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.
- ___ 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.
- Under her leadership, the department teams have become very cohesive.
- ___ has done tremendous work this past year in the Finance team.
- She has put together a fantastic leadership group that keeps the customer experience first and foremost.

Trustworthy

Summary Scores



16. Works in a way that makes others want to work with her/him.



17. Demonstrates congruence between statements and actions.



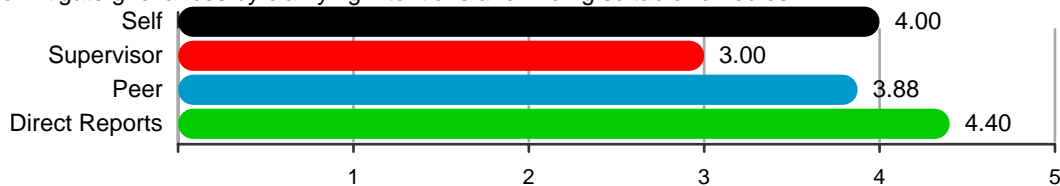
18. Takes ownership, delivers on commitments



19. Communicates an understanding of the other person's interests, needs and concerns.



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



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).

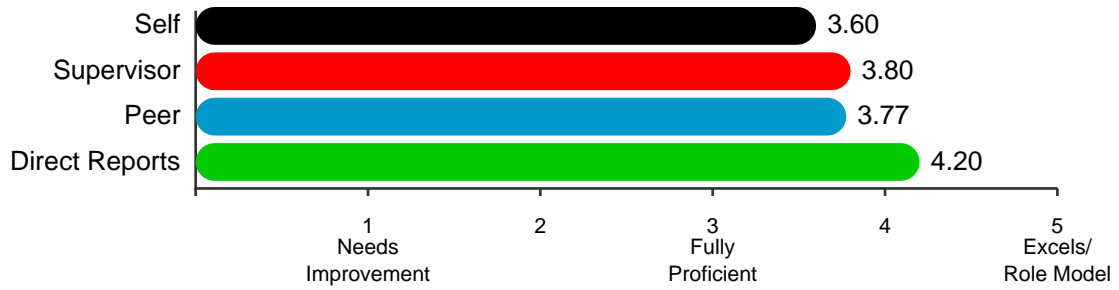
Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
16. Works in a way that makes others want to work with her/him.	15	4.33	86.7	13%		40%	47%
17. Demonstrates congruence between statements and actions.	15	4.27	93.3	7%		60%	33%
18. Takes ownership, delivers on commitments	14	4.00	92.9	7%		86%	7%
19. Communicates an understanding of the other person's interests, needs and concerns.	14	4.14	85.7	7%	7%	50%	36%
20. Seeks to mitigate grievances by clarifying intentions and finding suitable remedies.	15	4.00	66.7	7%	27%	27%	40%

Comments:

- Takes complete ownership of role and looks for ways to assist teammates.
- ___ is a role model of a leader and I feel privileged to have ___ as a leader and a mentor.
- Appreciate ___'s willingness to participate on leadership in expanding research activity.
- I would like to receive some more feedback on completed tasks to make sure I am being effective.
- She's done a good job this year of addressing some difficult issues in her area (i.e. Budgeting and Finance leadership challenges).
- I have also had the pleasure of partnering with ___ in our Core Competency leader learning. ___ has a solid understanding of improvement work and the role that innovation has in small tests of change, as well as in creating more systemic change through program development.

Client Focus

Summary Scores



21. Competent in managing client projects.



22. Is committed to resolving client issues in a positive way.



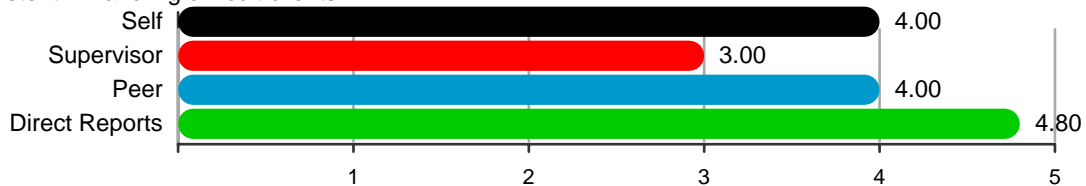
23. Has received good feedback from clients.



24. Is aware of what the client wants to receive.



25. Is competent in handling difficult clients.



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).

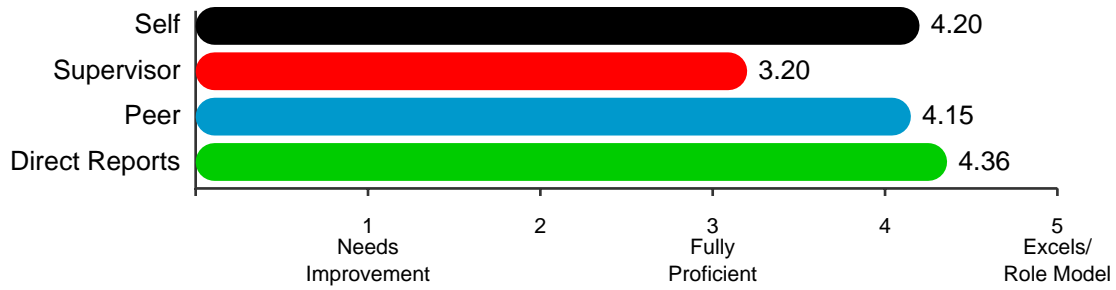
Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
21. Competent in managing client projects.	15	4.00	66.7	13%	20%	20%	47%
22. Is committed to resolving client issues in a positive way.	15	3.47	53.3	13%	33%	47%	7%
23. Has received good feedback from clients.	15	3.60	66.7	13%	20%	60%	7%
24. Is aware of what the client wants to receive.	15	4.27	86.7	7%	7%	40%	47%
25. Is competent in handling difficult clients.	15	4.20	80.0	7%	13%	33%	47%

Comments:

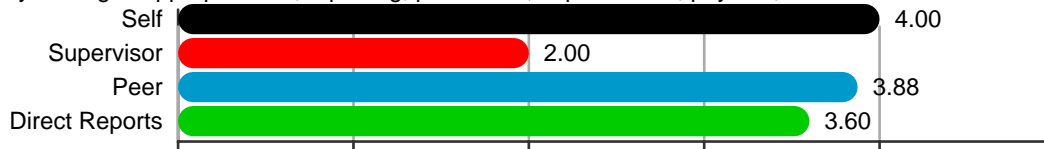
- She has far exceeded my expectations in transforming the position as it transitioned into one that encompassed more of the quality and safety role.
- Improvement in the areas of process & technical skills has to do with tools in the [CompanyName] Production System toolbox, e.g., Project Management, Competencies.
- She continually ties things back to the department, and has made a great effort to engage staff through CIO lunches, brown bags, and events.
- I have not observed ___'s interaction with the members of her team. ___ consistently communicates openly in my interactions with her.
- People come and go in this organization and I can say with no reservation that ___ is a colleague I will miss the most when she retires.
- I know she is busy, but the information requests or answers to emailed questions can slow things down. Communicate more directly and more often.

Fiscal Management

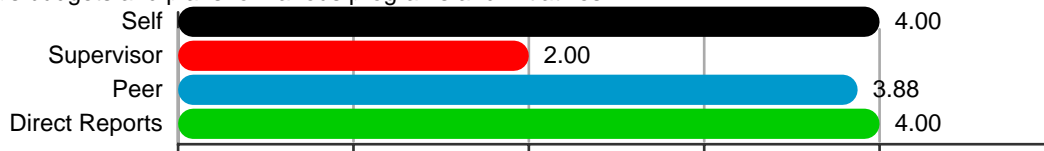
Summary Scores



26. Effectively manages appropriations, reporting, purchases, expenditures, payrolls, and staff.



27. Develops budgets and plans for various programs and initiatives.



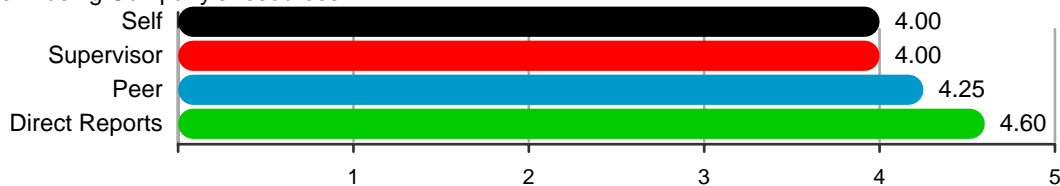
28. Monitors expenses and verifies the need for items purchased.



29. Monitors spending.



30. Effective in using Company's resources.



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. Effectively manages appropriations, reporting, purchases, expenditures, payrolls, and staff.	15	3.67	66.7	20%	13%	47%		20%
27. Develops budgets and plans for various programs and initiatives.	15	3.80	73.3	20%	7%	47%		27%
28. Monitors expenses and verifies the need for items purchased.	15	4.33	86.7		13%	40%		47%
29. Monitors spending.	15	4.67	100.0			33%		67%
30. Effective in using Company's resources.	15	4.33	100.0			67%		33%

Comments:

- I cannot say if she challenges others.
- ___ is very knowledgeable, honest, and consistent in her leadership decisions.
- She is able to see the bigger picture and helps others to look past the present and how we can change the future.
- When ___ delegated work, she remained accountable for the final result. She always make herself available for questions and help along the way.
- What I like is her standard line what resources do you need from me to make this work?
- She desires to do great work.

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?

- ___ has been an outstanding partner to collaborate with and drive department initiatives to improve standard work.
- I appreciate her openness and availability to all the staff.
- ___ is the best employee the department has employed.
- I feel confident as if she treats us all as equals.
- ___ knows her work and knows the facility very well. ___ is sincere about doing good work, but at times struggles with communicating in objective manner.
- She checks in to see how the team is doing and will make needed adjustments that would best facilitate the job.

What do you like best about working with this individual?

- Is always learning. Whether it is a webinar, tutorial, self-improvement books, etc.
- Could benefit from increasing awareness on how much influence they have on the department.
- ___ is a strong leader and passionate about her customers, staff and safety.
- ___ is very reliable and collaborates well on projects.
- Charts progress and makes timely interventions to ensure desired outcomes are achieved.
- ___ takes the time to understand her team and the strengths that each team member brings to the organization.

What do you like least about working with this individual?

- Have improved on delegating to others to accomplish growth and goal attainment. Others are responsible for chairing meetings with support for difficult issues. Have begun focus and educational leadership meeting components to promote growth of that team.
- Employees were not encouraged to do anything besides come to work.
- She works very hard to keep the department running smoothly and I appreciate all that she does for [CompanyName].
- Large diverse group of staff that requires a lot of patience and communication. I believe that I do this very well. Exceeded budget expectations during last fiscal year by approximately a large amount.
- Need to take in all opinions, not just those of employees who are not always truthful....
- The team should be able to function independently when she's not here, but her involvement in projects at the staff level prevents them from doing that because they feel they need her input, permission or approval before moving forward. If she left the day-to-day work to the director to handle, including management of the team, her role could be more focused on setting direction and a vision for the department vs. getting involved in daily or routine tasks.

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

- She is showing more comfort in providing and receiving critical feedback.
- She is very supportive of us and the job we do.
- ___ is a supervisor role model and I have grown immensely under her leadership and because of her honest, valuable feedback!
- ___ needs no improvement
- Difficult to reach sometimes and often does not respond to messages at all.
- I appreciate her openness and availability to all the staff.

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

- As ___ gets to know more leaders and staff, she will gain better insight on strengths and challenges presented by departments asking for help. It's just a matter of time and getting to know people.
- She often does not answer email, and if she does, it is often confusing. Appears disengaged at many levels.
- I believe ___ sets the bar for collaborative work and demonstrating team building. She is an exceptional peer and one who I enjoy working with.
- Her work ethics, professionalism, communication, compassion and caring for people and [CompanyName] are reflected daily.
- ___ consistently asks how the day is going, if she can help us at all.

- On occasion ___'s point may be lost or made unclear due to her not having organized her thoughts sufficiently before speaking. If she were more succinct her point would often be made clearer.

Any final comments?

- I think ___ is doing a wonderful job in her new role here at this [CompanyName]. She has quickly become a vital part of the team. She is about to take on an even bigger role in the coming months and I think that she will demonstrate that she is very capable leader. I am glad that she has joined us.
- ___ is very supportive of Core Competency and concepts. The one concept that ___ refers to consistently is what we respect most is people's ability to think.
- ___ is such an inspiration and role model to me, I feel empowered by her to make sound decisions.
- ___ clearly has a shared decision making system that has worked well in the old department. I feel like she is trying to use this system in the new department also and has met some challenges.
- She has been and is a mentor for me.
- When dealing with HR issues my HR business partner is always involved.