



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.

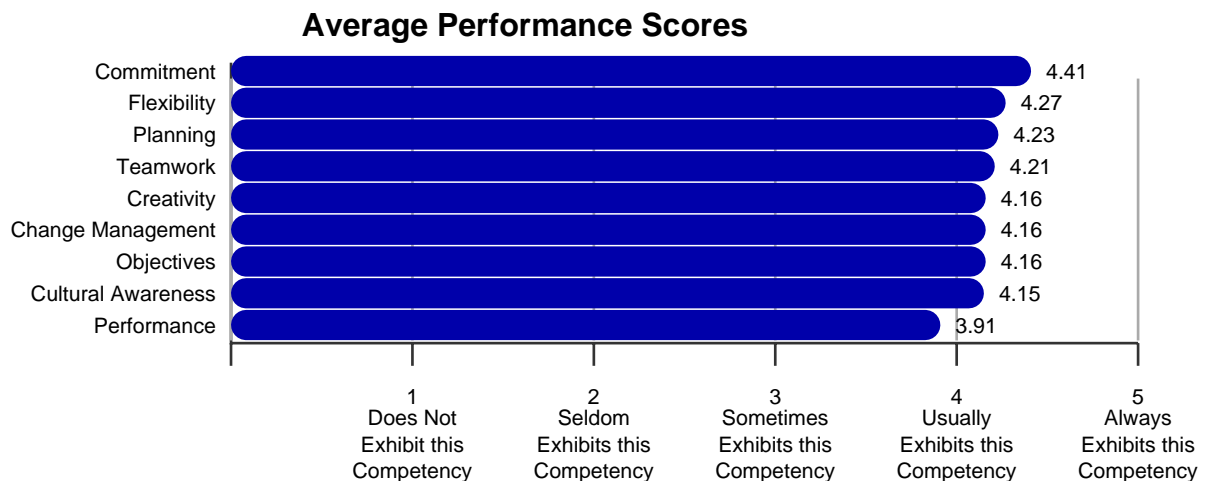
What to Do with Your Feedback

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

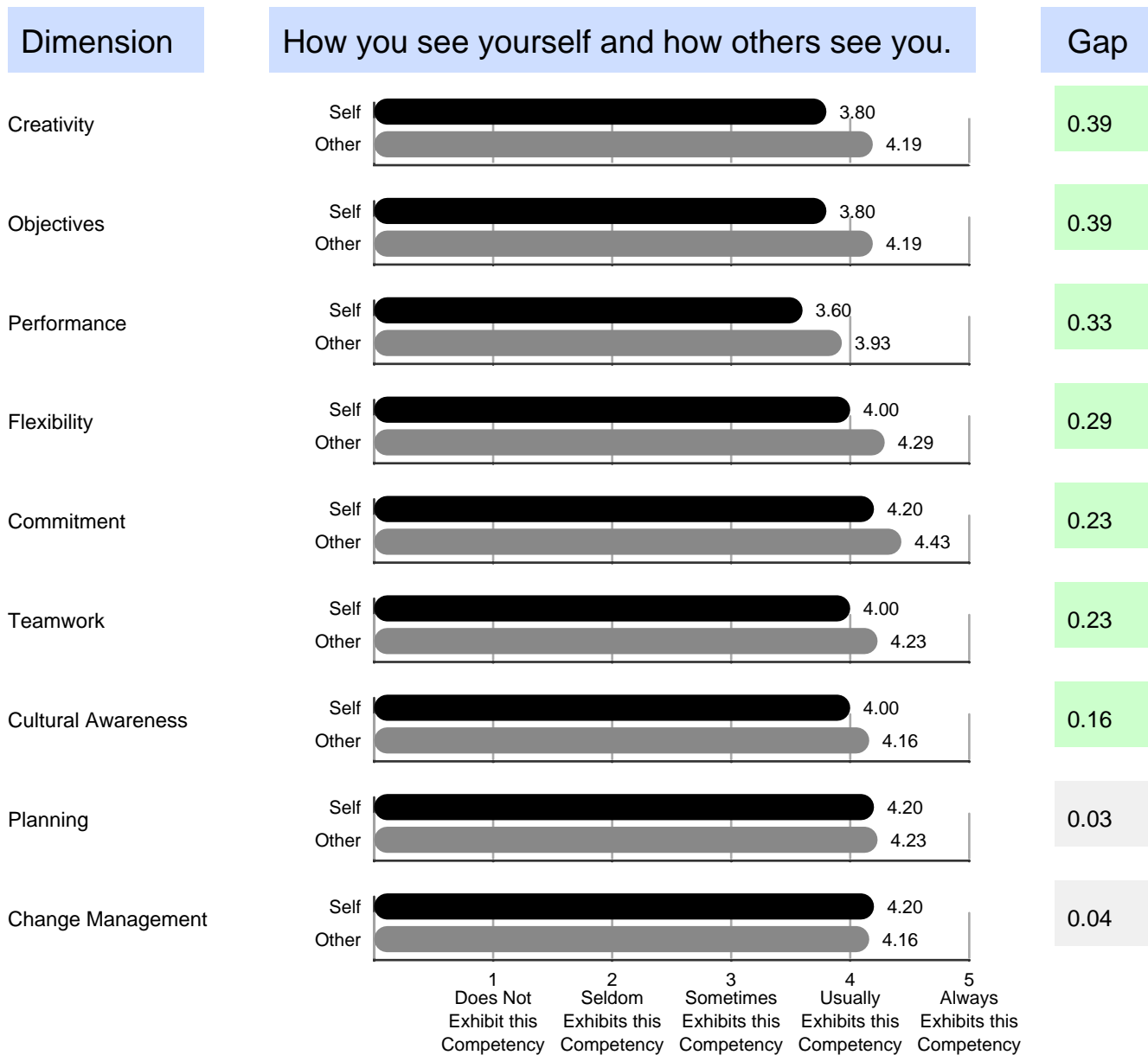
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 9 major dimensions of leadership.

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.



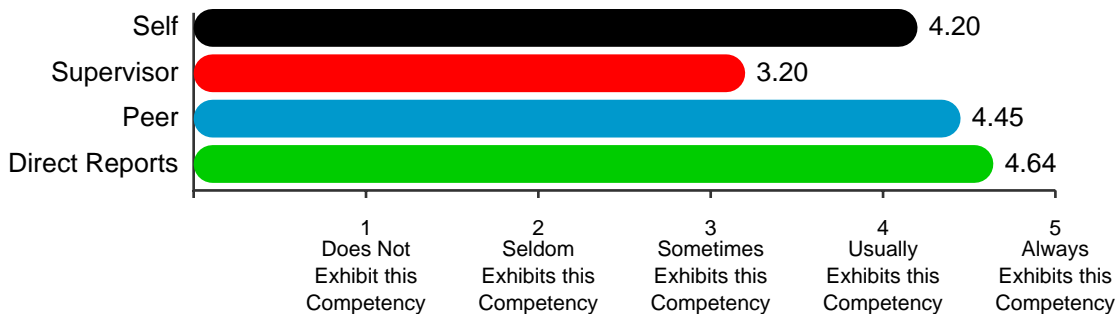
Gap Analysis

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.



Commitment

Summary Scores



1. Willing to do whatever it takes-not afraid to have to put in extra effort.



2. Strengthens employee dedication to applying their skills in service of organizational goals.



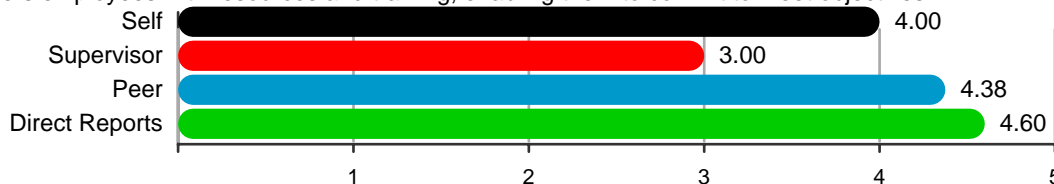
3. Engages others in decision-making, fostering commitment to how goals are achieved.



4. Elevates team spirit, weaving individual aspirations into a shared narrative of success.



5. Empowers employees with resources and training, enabling them to commit to meet objectives.



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).

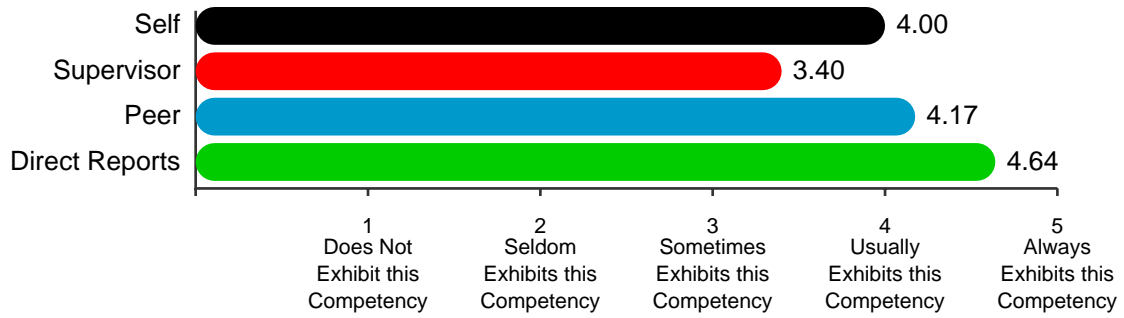
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
1. Willing to do whatever it takes-not afraid to have to put in extra effort.	15	4.20	93.3	7%		67%		27%
2. Strengthens employee dedication to applying their skills in service of organizational goals.	15	4.87	100.0	13%		87%		
3. Engages others in decision-making, fostering commitment to how goals are achieved.	15	4.27	93.3	7%		60%		33%
4. Elevates team spirit, weaving individual aspirations into a shared narrative of success.	15	4.40	86.7	13%	33%		53%	
5. Empowers employees with resources and training, enabling them to commit to meet objectives.	15	4.33	93.3	7%		53%		40%

Comments:

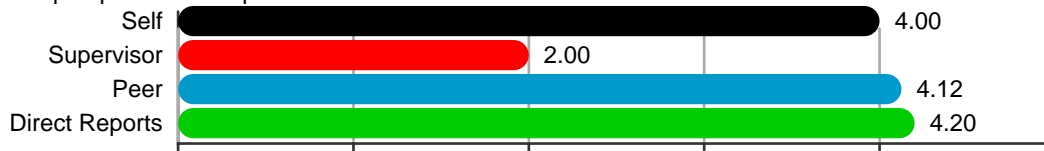
- I would encourage _____ to have a more hands on approach during process improvement (although with that being said there has been a lot of change and it is not reasonable to expect him to have hands on with everything).
- _____ fully updates the unit and staff on needed information. His direction and focus are well explained.
- _____ demonstrates a high level of integrity by maintaining appropriate confidentiality while working on staff and operational issues.
- He is also quick to tap into his past experiences in attempting to find the best solution.
- _____ has been so helpful to me as a new manager.
- I will always remember _____ as my first manager and be thankful he helped shape my first career.

Flexibility

Summary Scores



6. Open to the perspectives/viewpoints of others.



7. Fosters an environment that prioritizes adaptability, ongoing enhancement, and creative thinking.



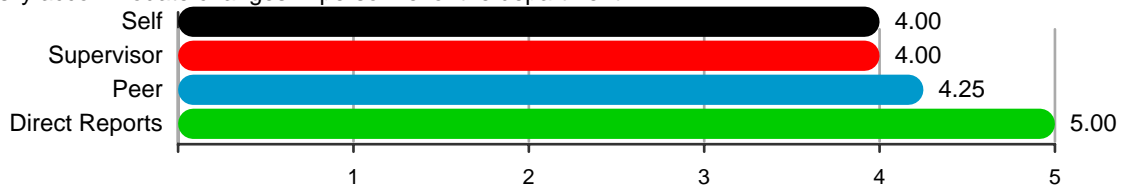
8. Allows for flexibility in the agenda for the team meeting.



9. Responds to issues with creativity.



10. Can easily accommodate changes in personnel of the department.



Level of Skill

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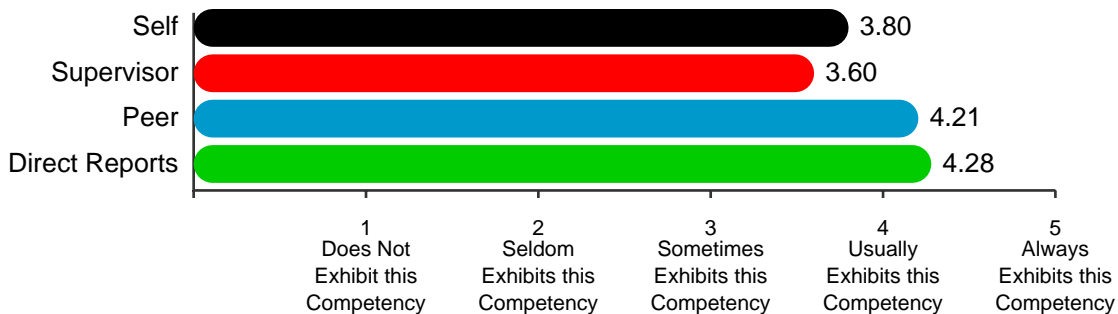
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
6. Open to the perspectives/viewpoints of others.	15	4.00	80.0	7%	13%	53%	27%	
7. Fosters an environment that prioritizes adaptability, ongoing enhancement, and creative thinking.	15	4.07	80.0		20%	53%	27%	
8. Allows for flexibility in the agenda for the team meeting.	15	4.33	93.3	7%	47%		47%	
9. Responds to issues with creativity.	15	4.47	93.3	7%	40%		53%	
10. Can easily accommodate changes in personnel of the department.	15	4.47	93.3	7%	40%		53%	

Comments:

- He recognized where I needed help and supported me in making the case to get it.
- Is very forward thinking and has the best interest of the company & the individual. Is approachable and an active listener.
- This year _____ has completed his MBA degree and continues to be open to professional growth opportunities. He is receptive to any feedback that I have given him.
- He is not perfect and will be the first one to admit that, he has made mistakes and it is usually himself that realizes he has made a mistake and will make every effort to adjust his behavior or rectify the mistake the best he can. He has been open and honest and has carried us through rough times already.
- He absorbs information like a sponge and it's impressive to see how he leads the rest of us forward.
- He is continually looking for ways to improve our service to our customers.

Creativity

Summary Scores



11. Participates in industry networks to stay attuned to emerging ideas.



12. Mentors individuals to expand their creative confidence and skillset.



13. Identifies opportunities to improve systems and processes.



14. Identifies creative opportunities to optimize operations.



15. Ensures that employees have the opportunity to experience new and different things to spark their creativity.



Level of Skill

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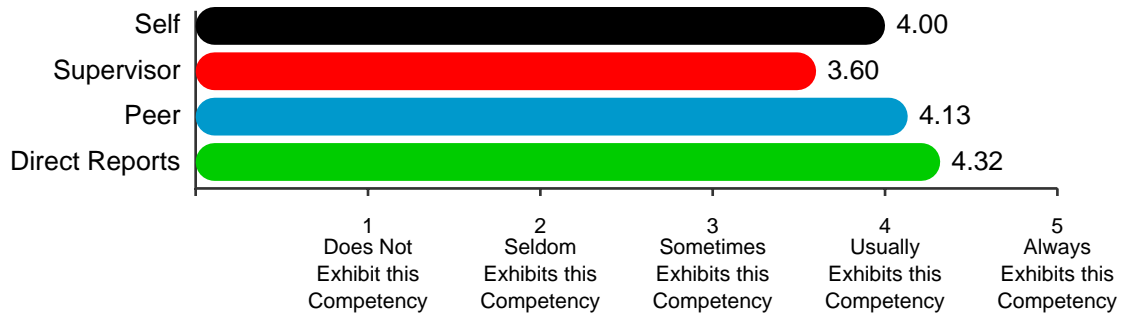
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
11. Participates in industry networks to stay attuned to emerging ideas.	15	4.60	100.0			40%	60%	
12. Mentors individuals to expand their creative confidence and skillset.	15	4.27	100.0			73%		27%
13. Identifies opportunities to improve systems and processes.	15	4.33	100.0			67%	33%	
14. Identifies creative opportunities to optimize operations.	15	3.93	73.3		27%		53%	20%
15. Ensures that employees have the opportunity to experience new and different things to spark their creativity.	14	3.64	57.1	14%		29%	36%	21%

Comments:

- He leads by example.
- _____ is an excellent communicator and is very open and supportive to his staff.
- He can fall behind on projects without providing timely feedback.
- _____ fully updates the unit and staff on needed information. His direction and focus are well explained.
- I would like to see his expand personal long-term goals at the company.
- _____ is not my manager but have worked with him quite a bit recently and have gained a lot of respect for his knowledge of contracts.

Cultural Awareness

Summary Scores



16. Functions effectively within various cultural contexts.



17. Values the diverse perspectives from others.



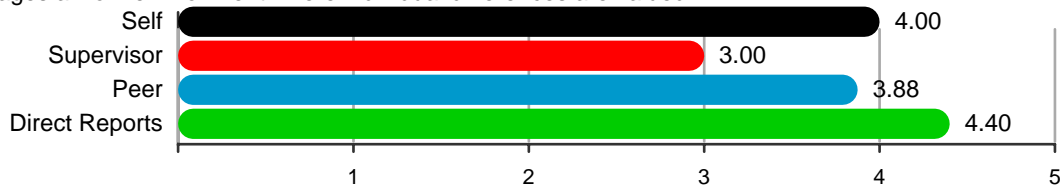
18. Helps other employees to become more culturally sensitive.



19. Seeks out different viewpoints and benefits from different perspectives.



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



Level of Skill

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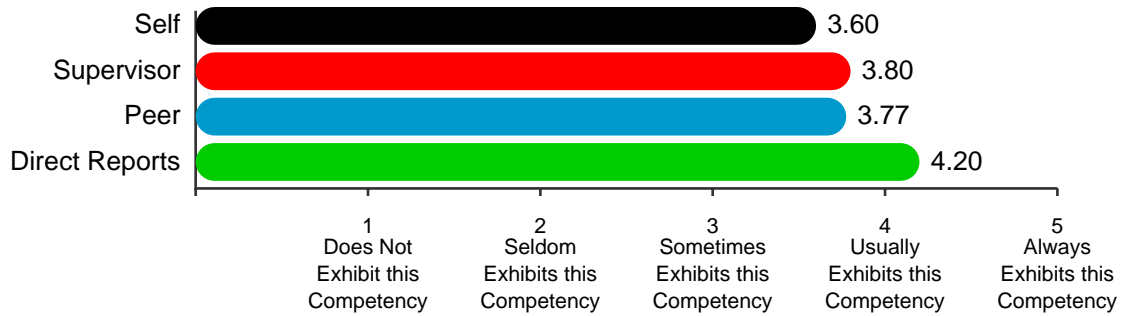
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
16. Functions effectively within various cultural contexts.	15	4.33	86.7	13%		40%	47%	
17. Values the diverse perspectives from others.	15	4.27	93.3	7%		60%	33%	
18. Helps other employees to become more culturally sensitive.	14	4.00	92.9	7%		86%		7%
19. Seeks out different viewpoints and benefits from different perspectives.	14	4.14	85.7	7%	7%	50%		36%
20. Encourages a work environment where individual differences are valued.	15	4.00	66.7	7%	27%	27%		40%

Comments:

- While he remains considerate of the impact each roll out has on front line staff, he also ensures we stay focused and on track.
- _____ is very clear about his expectations and I appreciate this.
- I have felt his support since the minute I came to [CompanyName] and appreciate his more every day.
- _____ is a solid asset to the human resources division and the [CompanyName] senior management team.
- Great to have you on the team!
- I think _____ is doing to great job! The learning curve is steep and he is growing to meet the challenge.

Performance

Summary Scores



21. Sets a high standard for job performance.



22. Shown significant improvement in job performance.



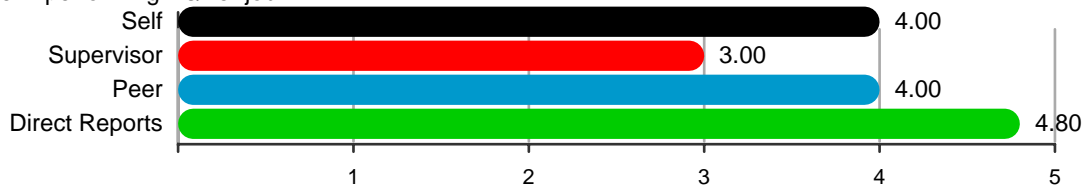
23. Listens and responds to issues and problems



24. Able to organize work.



25. Effective in performing his/her job.



Level of Skill

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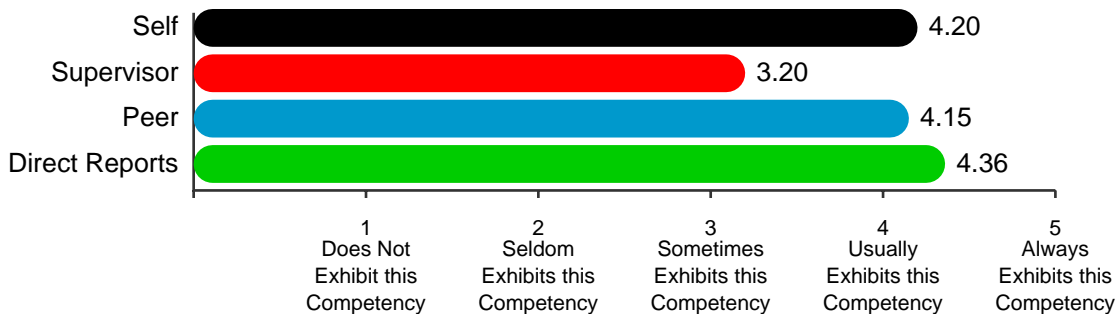
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
21. Sets a high standard for job performance.	15	4.00	66.7	13%	20%	20%	47%	
22. Shown significant improvement in job performance.	15	3.47	53.3	13%	33%	47%	7%	
23. Listens and responds to issues and problems	15	3.60	66.7	13%	20%	60%	7%	
24. Able to organize work.	15	4.27	86.7	7%	7%	40%	47%	
25. Effective in performing his/her job.	15	4.20	80.0	7%	13%	33%	47%	

Comments:

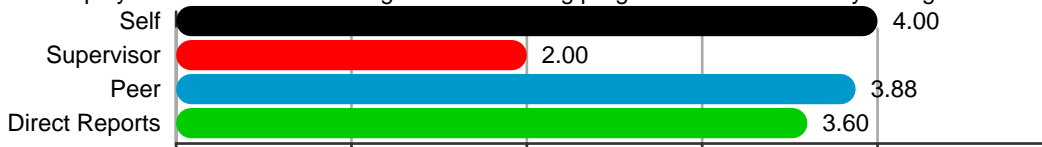
- I will always remember _____ as my first manager and be thankful he helped shape my first career.
- _____'s management style is excellent.
- _____ is dedicated, caring, respectful and an overall amazing person, who very obviously strives for continuous improvement. He has a very good understanding of what I do and is very effective in helping me to see things I could be doing better and where my focus should be.
- _____ is a great resource to me when I have HR or professional development issues. I count on him for his support and sound advice.
- _____ communicates well and frequently with staff both face to face as well as daily and weekly e-mails.
- _____ understands the impact his teams have within the organization and is very much a system thinker in that regard. He demonstrates and communicates a very clear understanding of his teams diverse needs and of the expectations he has for each team member.

Change Management

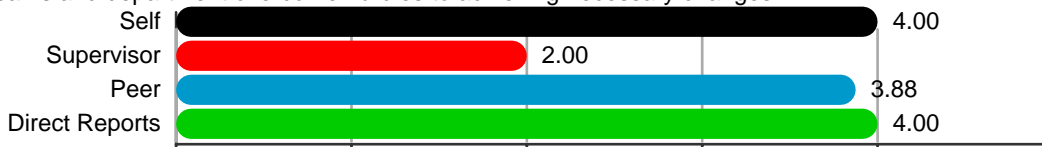
Summary Scores



26. Recognizes employees who facilitate the organization making progress on the necessary changes.



27. Helps teams and department overcome hurdles to achieving necessary changes.



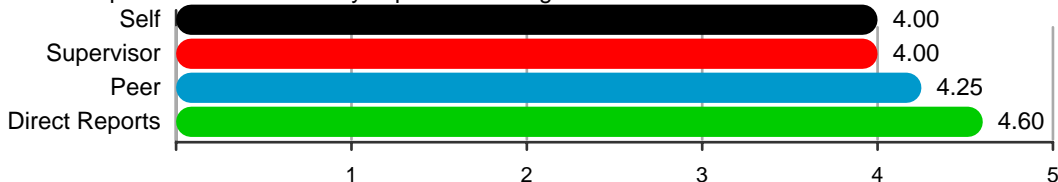
28. Is a leading force driving changes.



29. Ensures employees are aware of how the changes will benefit the organization.



30. Resolves internal political issues that may impact the changes.



Level of Skill

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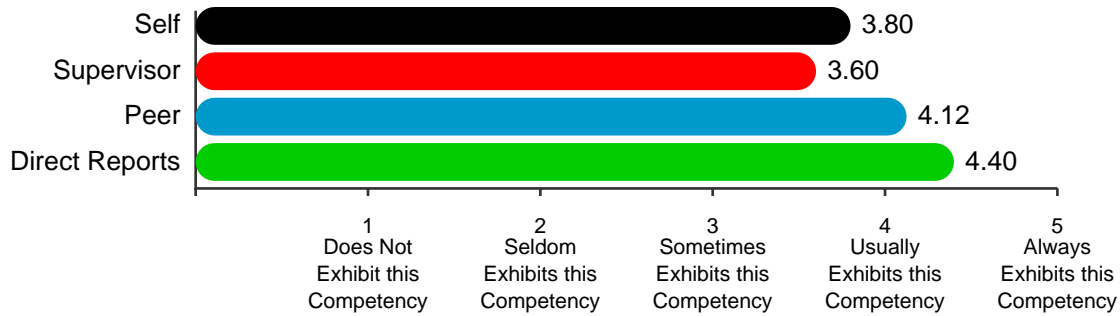
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
26. Recognizes employees who facilitate the organization making progress on the necessary changes.	15	3.67	66.7	20%	13%	47%	20%	
27. Helps teams and department overcome hurdles to achieving necessary changes.	15	3.80	73.3	20%	7%	47%	27%	
28. Is a leading force driving changes.	15	4.33	86.7		13%	40%	47%	
29. Ensures employees are aware of how the changes will benefit the organization.	15	4.67	100.0			33%	67%	
30. Resolves internal political issues that may impact the changes.	15	4.33	100.0			67%	33%	

Comments:

- Strive for excellence. Willing to learn. Implement advice from others.
- _____ has done an amazing job in taking on this new role. He came into it with eyes wide open" and with a positive intensity that demonstrates a competence and a commitment to this organization.
- Sometimes work is pushed forward when he doesn't understand underlying issues and work needed.
- His knowledge of what's needed to take us to the next level (designation) is to be commended.
- _____ is doing a great job balancing a difficult position with requirements from his role and those from his director that do not always match.
- Very knowledgeable and always steps up if help is needed.

Objectives

Summary Scores



31. Encourages me to take on greater responsibility.



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



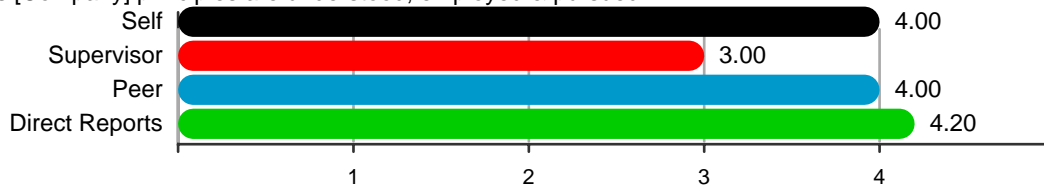
33. Consistently provides me with timely feedback for improving my performance.



34. Works toward achieving established goals and objectives.



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



Level of Skill

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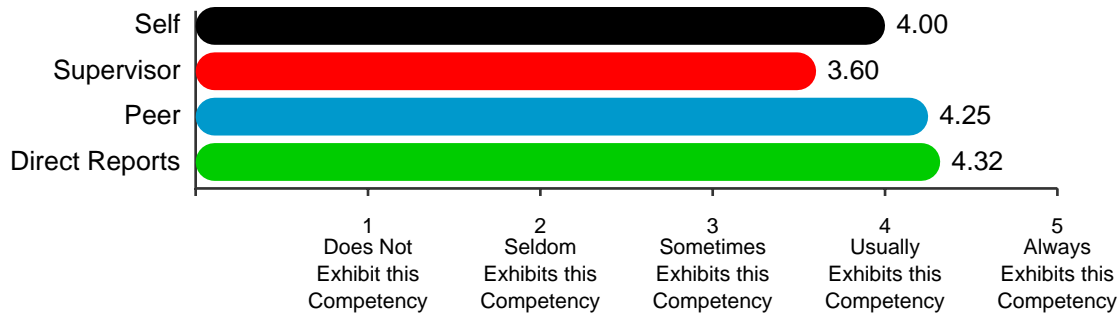
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
31. Encourages me to take on greater responsibility.	15	4.07	80.0	20%		53%		27%
32. Organizes and schedules events, activities, and resources.	15	4.47	100.0		53%		47%	
33. Consistently provides me with timely feedback for improving my performance.	15	4.13	80.0	20%		47%		33%
34. Works toward achieving established goals and objectives.	15	4.13	86.7	13%		60%		27%
35. Assures [Company] principles are understood, employed & pursued.	15	4.00	80.0	20%		60%		20%

Comments:

- _____ excels at customer service and keeping our team focused on the customer.
- His recent willingness to take on the department demonstrates his desire to engage in opportunities to challenge himself professionally and seek continuous learning and growth opportunities. Additionally, it illustrates his genuine commitment to the organization.
- He is always thinking outside the box, is highly creative and challenging (in a very good way!) in his thinking to create constant process improvement and professional growth in all those around him.
- I can depend on him with whatever is needed.
- _____ has consistently demonstrated his ability to provide leadership for a wide ranging collection of departments. No small percentage of the departments in his care are performing at a level worthy of citation when compared to others nationwide.
- You could check for clarity in expectations more frequently.

Teamwork

Summary Scores



36. Fosters an environment that promotes active listening on the team.



37. Is open to new ideas that may change own goals for benefit of the team



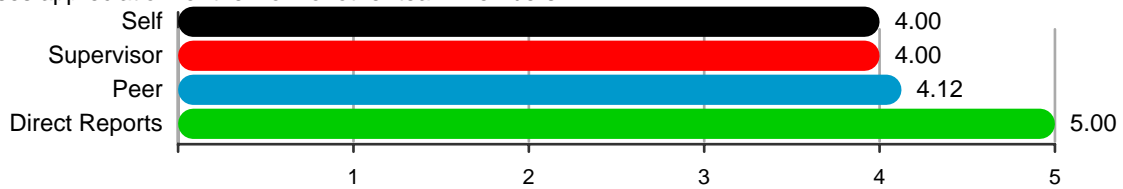
38. Helps the team make good decisions even under conditions of uncertainty.



39. Makes decisions that support the team's goals and objectives.



40. Expresses appreciation for the work of other team members.



Level of Skill

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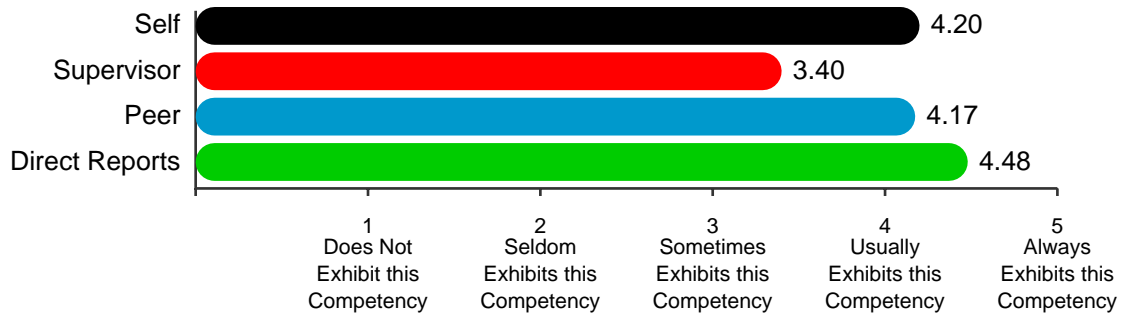
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
36. Fosters an environment that promotes active listening on the team.	15	4.33	100.0			67%		33%
37. Is open to new ideas that may change own goals for benefit of the team	15	3.93	80.0	13%	7%	53%		27%
38. Helps the team make good decisions even under conditions of uncertainty.	15	4.27	86.7		13%	47%		40%
39. Makes decisions that support the team's goals and objectives.	15	4.13	86.7		13%	60%		27%
40. Expresses appreciation for the work of other team members.	15	4.40	93.3		7%	47%		47%

Comments:

- _____ juggles a lot of responsibilities and appears to have it all under control.
- _____ is a new manager. His openness and positive communication with his team and his steadfastness to doing what is right to meet [CompanyName] goals has created a very positive energy in the department.
- He is such a model for leaders throughout our organization.
- _____ is able to problem solve very well.
- He makes a point to ensure all stakeholders are involved in the process and decision and truly cares and listens to how others feel.
- I know I can always count of _____ to offer his true opinion and be supportive in any efforts or initiatives I'm passionate about.

Planning

Summary Scores



41. Is able to follow the plan set in place.



42. Able to balance the needs of multiple stakeholders in developing the plan for the division.



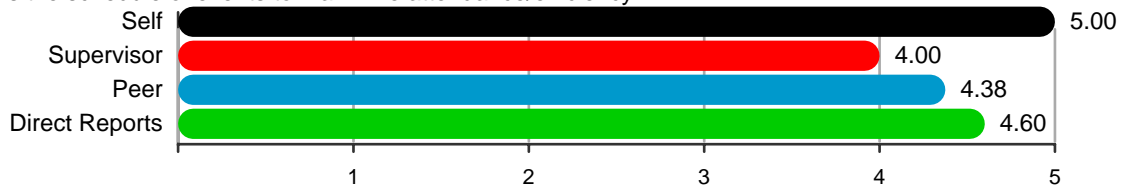
43. Able to identify the needs of the department before a major change.



44. Develops a strategic plan to reduce costs in the department.



45. Reorders the schedule of events to maximize attendance/efficiency.



Level of Skill

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41. Is able to follow the plan set in place.	15	4.33	93.3	7%		53%	40%	
42. Able to balance the needs of multiple stakeholders in developing the plan for the division.	15	4.20	80.0	20%		40%	40%	
43. Able to identify the needs of the department before a major change.	15	4.13	86.7	13%		60%	27%	
44. Develops a strategic plan to reduce costs in the department.	15	4.00	86.7	13%		73%		13%
45. Reorders the schedule of events to maximize attendance/efficiency.	15	4.47	93.3	7%	40%		53%	

Comments:

- When there is not a good fit and outcomes are bad, needs to take action! When this does not happen other employees loose faith.
- It shows that _____ takes pride in making his direct reports fell like they are doing good work and are valued members of the team.
- _____ has excellent communication skills.
- He is kind, respectful, and a good listener. I can always discuss my concerns with him and he is never judgmental, but gives me honest and helpful feedback.
- I have felt his support since the minute I came to [CompanyName] and appreciate his more every day.
- He demonstrates a high level of personal integrity in his work and remains honest (even when the truth hurts).

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?

- He can see the fine details well for unit needs that fits into the organizations mission and the needs of the staff.
- _____ juggles a lot of responsibilities and appears to have it all under control.
- he remained objective throughout the process and was willing to analyze any option suggested that would enable [CompanyName] to better serve our community.
- He could improve with a take charge attitude.
- I think at times his dedicaton to his team can sometimes come off like he is not thinking about a system perspective, I know that _____ has had a lot of change within his position and team this year and I think that this makes his want to protect his teams as much as he can.
- _____ 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.

What do you like best about working with this individual?

- My interaction with _____ is very limited, but when I have requested time with him, he makes time for me.
- He always has a positive approach and feedback on tasks at hand and our work. I am inspired by his attitude, its contagious!!
- He is a real advocate for the customers. Excellent department and computer skills
- He aligns himself to assist, teach, support, coach and lead standing beside you. It's a real talent--it's who he is.
- I believe his hands are tied regarding some of the hiring/retention decisions that are made, but, he always works well with whatever situations that arise.
- _____ is a true asset to [CompanyName].

What do you like least about working with this individual?

- Again, _____ is still learning his role and hasn't been with us very long so I have not seen some of these skills in action yet.
- Good Communication skill set. Always on task. Provides a good learning environment and listens to the needs of those that work with him. A pleasure to work with. A+
- I feel there are things we can do to enhance our work environment, and I wish he could see it as well.
- When _____ delegated work, he remained accountable for the final result. He always make himself available for questions and help along the way.
- He has good knowledge and awareness of the strengths and talents of his staff (as well as their weaknesses).
- I think _____ should learn to be more concise and focused in his comments. He can consume a lot of meeting time with commentary that is lengthy and not always on point.

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

- _____ is dedicated to his work and the employees that he manages. I am amazed at the kind of time he puts into this organization.
- Too many changes that are not needed at a department our size. Not enough input from current staff in decision making.
- I think at times his dedicaton to his team can sometimes come off like he is not thinking about a system perspective, I know that _____ has had a lot of change within his position and team this year and I think that this makes his want to protect his teams as much as he can.
- Based on his customer satisfaction scores it is clear he has a strong team in place.
- _____ 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.
- _____ has consistently demonstrated his ability to provide leadership for a wide ranging collection of departments. No small percentage of the departments in his care are performing at a level worthy of citation when compared to others nationwide.

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

- My only constructive feedback would be better communication on what he's doing and why and how it may impact others would be appreciated.
- He effectively communicates and his communications are always professional, maintain confidentiality, courteous and timely.
- I can not say enough good things about _____ he has been an asset to our department from day one.
- He inspires others by the manner in which he does his work and engages others.
- He strives to be an effective and available leader.
- _____ has excellent communication skills.

Any final comments?

- _____ makes a conscious effort to hire for talent while taking into consideration the candidate's educational preparation to best meet his current and future needs.
- It makes my job that much more enjoyable knowing that I have a boss that has my back and would go to bat for me at anytime.
- He was wonderful to work with, and I have a great deal of confidence and trust in his as a professional, a leader, and a colleague.
- It's a pleasure to work with _____ and his team. I believe this will really move [CompanyName] forward...in a very positive direction.
- Seek feedback from everyone at least once a month to assist in growing relationship.
- There are a lot of great features this system has to offer and _____ has challenges at times.