



Feedback Results  
Your CompanyName Here  
2025

Sample Employee

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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.

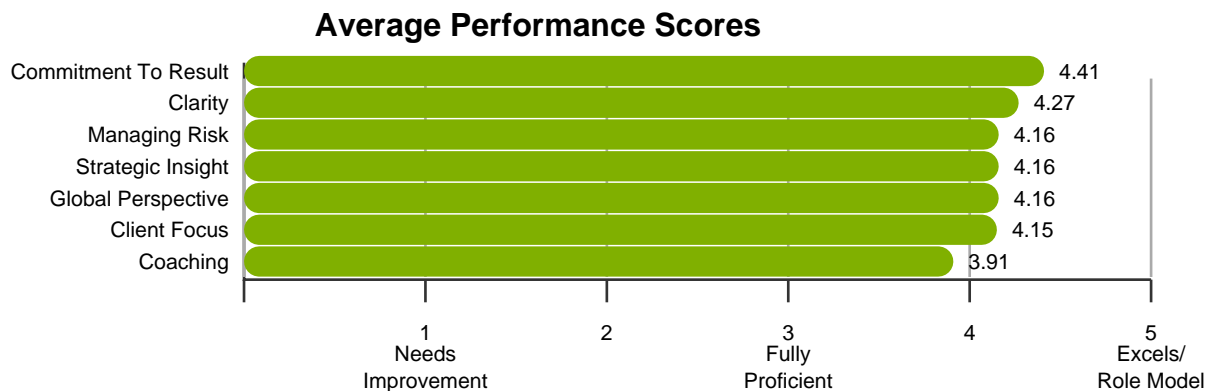
## What to Do with Your Feedback

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

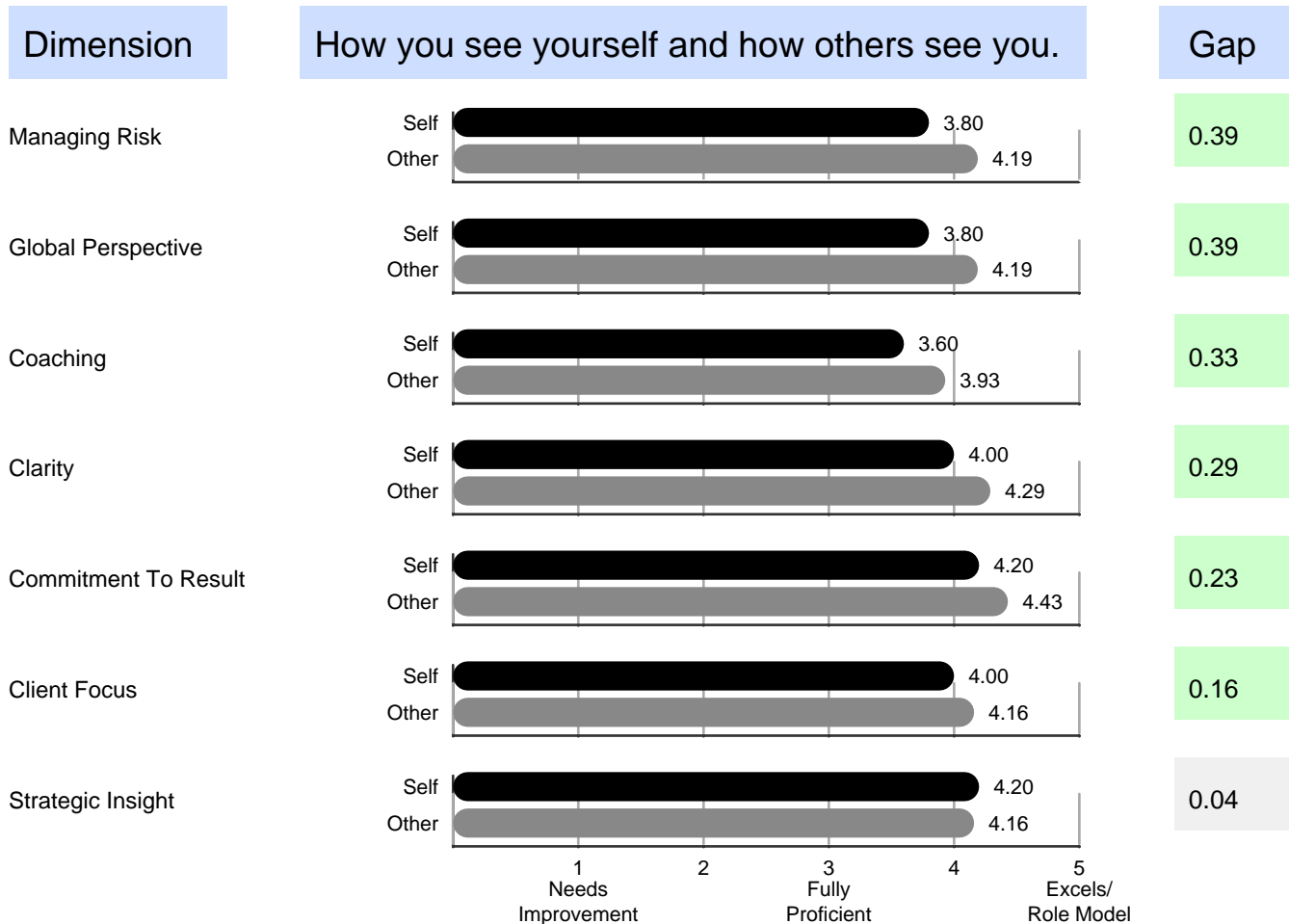
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 7 major dimensions of leadership.

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 To Result

## Summary Scores



### 1. Maintains persistence and dedication to achieving results.



### 2. Conveys strong sense of own pride in Company to associates by creating a shared vision around sales and customer service.



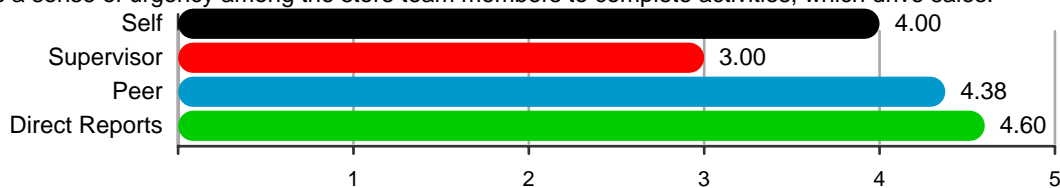
### 3. Willing to do whatever it takes-not afraid to have to put in extra effort.



### 4. Takes immediate action toward goals.



### 5. Creates a sense of urgency among the store team members to complete activities, which drive sales.



## 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. Maintains persistence and dedication to achieving results.	15	4.20	93.3	7%	67%	27%
2. Conveys strong sense of own pride in Company to associates by creating a shared vision around sales and customer service.	15	4.87	100.0	13%	87%	
3. Willing to do whatever it takes-not afraid to have to put in extra effort.	15	4.27	93.3	7%	60%	33%
4. Takes immediate action toward goals.	15	4.40	86.7	13%	33%	53%
5. Creates a sense of urgency among the store team members to complete activities, which drive sales.	15	4.33	93.3	7%	53%	40%

### Comments:

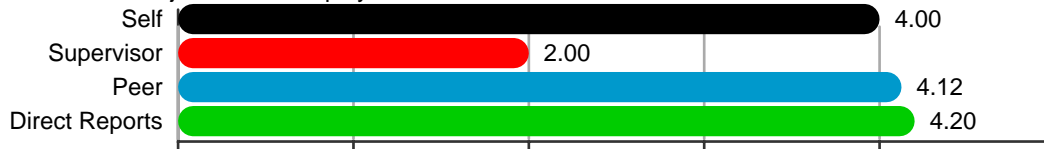
- She has a positive attitude & remains open even to being called at home when particularly difficult situations arise and further managerial advice needed.
- \_\_\_ is excellent about offering support if needed but she also allows us to work and she does not micro manage.
- \_\_\_ encourages our staff to strive to be the best that we can be.
- \_\_\_ stays focused on ways we can partner with departments throughout the organization to support our customers, service lines, and staff. Recently, \_\_\_ re-evaluated the positions in our office to realign the job duties with team members' strengths, as well as priorities for the office.
- \_\_\_ is a great manager. Very supportive of her staff.
- \_\_\_ is very adept at thinking and leading in Core Competency style and terms. She practices what [CompanyName] preaches.

# Clarity

## Summary Scores



### 6. Clearly defines work objectives for employees.



### 7. Clearly explains the vision and goals of the company.



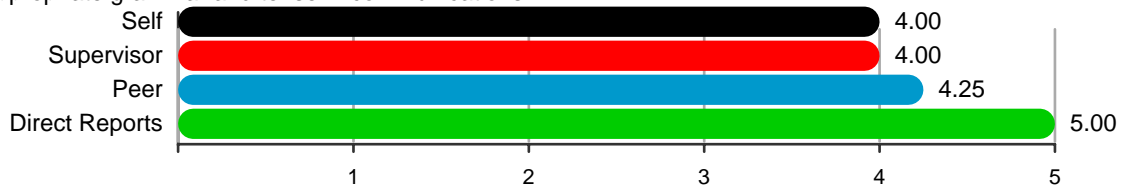
### 8. Seeks to reduce ambiguity in messaging and documents.



### 9. Makes sure goals and objectives are clearly and thoroughly explained and understood.



### 10. Uses appropriate grammar and tense in communications.



## 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. Clearly defines work objectives for employees.	15	4.00	80.0	7%	13%	53%	27%
7. Clearly explains the vision and goals of the company.	15	4.07	80.0		20%	53%	27%
8. Seeks to reduce ambiguity in messaging and documents.	15	4.33	93.3	7%		47%	47%
9. Makes sure goals and objectives are clearly and thoroughly explained and understood.	15	4.47	93.3	7%		40%	53%
10. Uses appropriate grammar and tense in communications.	15	4.47	93.3	7%		40%	53%

### Comments:

- \_\_\_ has been with [CompanyName] for many years and goes out of her way to offer assistance and guidance whenever she can.
- While she remains considerate of the impact each roll out has on front line staff, she also ensures we stay focused and on track.
- \_\_\_ has been excellent about obtaining feedback and our opinions about system and program changes.
- \_\_\_ knows her team very well and is gaining the same knowledge in regards to her team
- The only area with which she struggles is the need for relationship building with staff she supervises. I know she understands the reason for this and has been working on developing a better approach.
- I don't often get a chance to see \_\_\_ in her natural habitat. I know that her team really likes her and that demonstrates a level of leadership that is not common.

# Managing Risk

## Summary Scores



### 11. Provides support to managers involved in the risk management process.



### 12. Accurately determines appropriate risk levels (i.e., levels of acceptable risk).



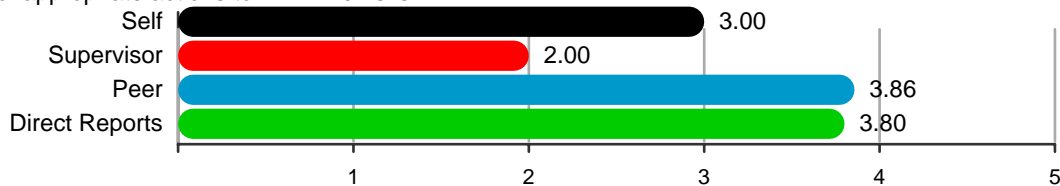
### 13. Views risks as potential opportunities for profit.



### 14. Rewards risky ideas that may yield significant benefits.



### 15. Aware of appropriate actions to minimize risks.





## Level of Skill

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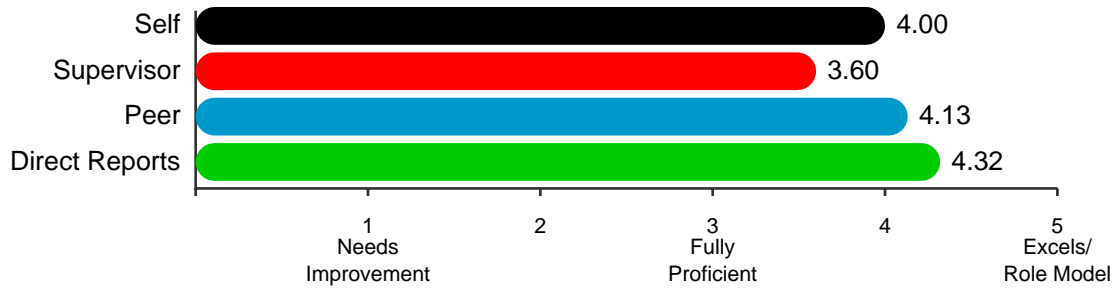
Item	n	Avg	LOA	Needs Improvement	Fully Proficient	Excels/ Role Model
11. Provides support to managers involved in the risk management process.	15	4.60	100.0	40%	60%	
12. Accurately determines appropriate risk levels (i.e., levels of acceptable risk).	15	4.27	100.0	73%	27%	
13. Views risks as potential opportunities for profit.	15	4.33	100.0	67%	33%	
14. Rewards risky ideas that may yield significant benefits.	15	3.93	73.3	27%	53%	20%
15. Aware of appropriate actions to minimize risks.	14	3.64	57.1	14%	29%	36%

### Comments:

- she understands where our opportunities for savings in the employee benefits plan may be.
- \_\_\_ has been instrumental in the working relationship of our department.
- She is a natural and perfect fit for the CFO position.
- Although I have only reported to \_\_\_ for a couple of months, the quality of my work life" has improved greatly.
- \_\_\_'s daily approach to work demonstrates a high level of professionalism and commitment to evidence-based practice and research.
- \_\_\_'s knowledge, expertise, and workflow comprehension are some of the strengths most valued by teammates. Leadership changes over the last year, have not allowed opportunities to showcase her strengths and [CompanyName] has not capitalized on them.

# Client Focus

## Summary Scores



### 16. Actively listens to concerns from clients.



### 17. Is aware of what the client wants to receive.



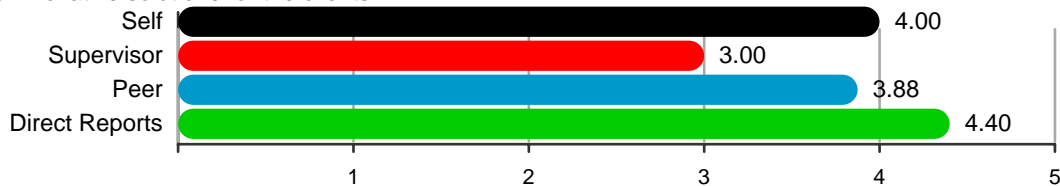
### 18. Supports client focused policies and procedures.



### 19. Has excellent communication with clients.



### 20. Creates innovative solutions for the clients.



## Level of Skill

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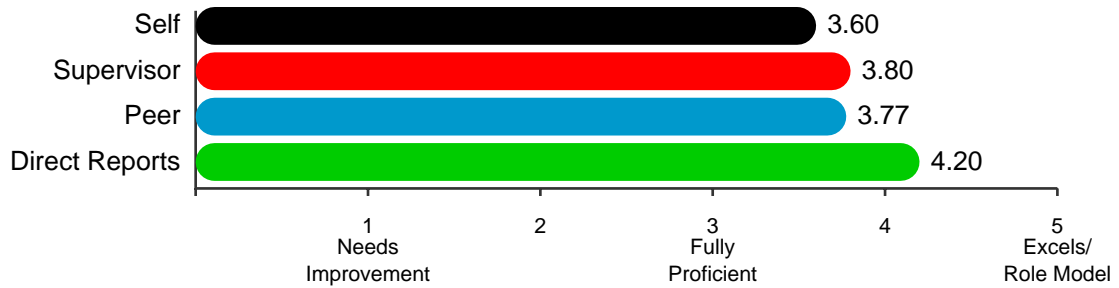
Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
16. Actively listens to concerns from clients.	15	4.33	86.7	13%	40%	47%	
17. Is aware of what the client wants to receive.	15	4.27	93.3	7%	60%	33%	
18. Supports client focused policies and procedures.	14	4.00	92.9	7%	86%	7%	
19. Has excellent communication with clients.	14	4.14	85.7	7%	7%	50%	36%
20. Creates innovative solutions for the clients.	15	4.00	66.7	7%	27%	27%	40%

### Comments:

- I appreciate \_\_\_'s reputation in the community and her advocacy for the programs and initiatives implemented here at [CompanyName].
- I look forward to working with her in her new role.
- \_\_\_ is one of the most thoughtful and thought provoking leaders that I encounter in this organization.
- She translated the creative thinking into real change and solution that advanced our department.
- \_\_\_ is able to manage an ever-changing work load. Her time management has improved over the last year, to promote a work-life balance.
- \_\_\_ takes pride in her department. Her follow through is excellent. \_\_\_ leads be example.

# Coaching

## Summary Scores



21. Helps employees to maintain high personal standards.



22. Coaches employees in how to strengthen knowledge and skills to improve work performance.



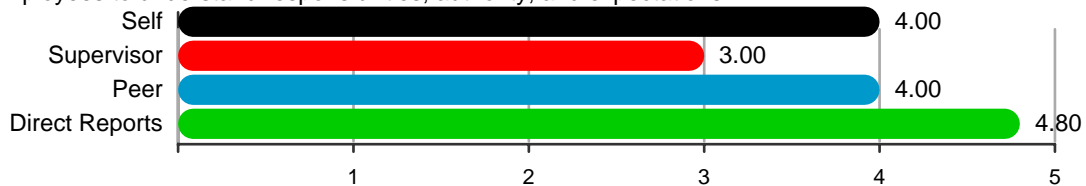
23. Addresses employee behavior problems effectively.



24. Develops the skills and capabilities of others.



25. Helps employees to understand responsibilities, authority, and expectations.



## 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).

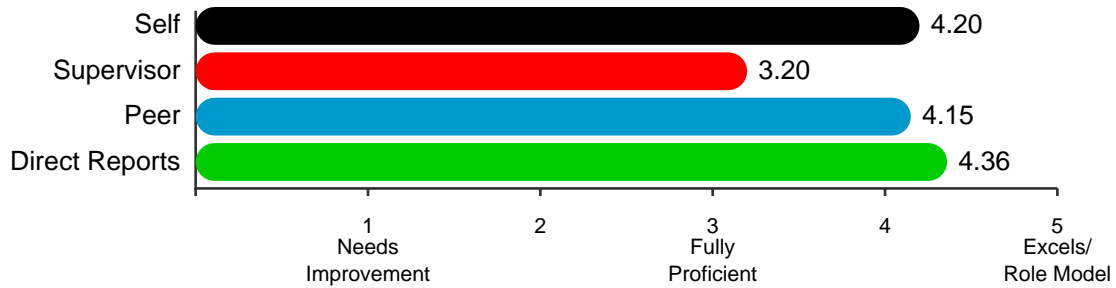
Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
21. Helps employees to maintain high personal standards.	15	4.00	66.7	13%	20%	20%	47%
22. Coaches employees in how to strengthen knowledge and skills to improve work performance.	15	3.47	53.3	13%	33%	47%	7%
23. Addresses employee behavior problems effectively.	15	3.60	66.7	13%	20%	60%	7%
24. Develops the skills and capabilities of others.	15	4.27	86.7	7%	7%	40%	47%
25. Helps employees to understand responsibilities, authority, and expectations.	15	4.20	80.0	7%	13%	33%	47%

### Comments:

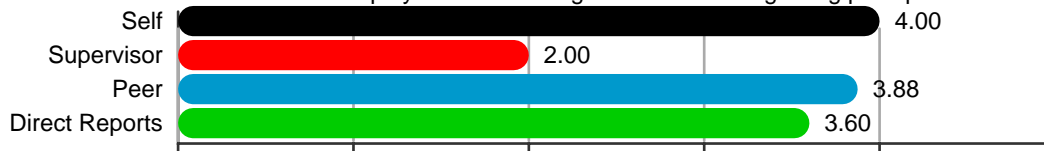
- She is able to see the bigger picture and helps others to look past the present and how we can change the future.
- \_\_\_ is one of the most responsible and committed directors in the organization. She does an excellent job serving her customers and following up to make sure they are satisfied.
- I can not say enough good things about \_\_\_.
- \_\_\_ promotes and encourages teambuilding throughout the entire department.
- She challenges the executive leadership group to play an active part in implementing and evaluating improvements.
- She is a pleasure to work with and an asset to [CompanyName].

# Strategic Insight

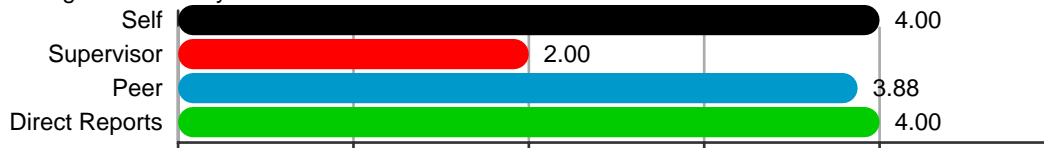
## Summary Scores



26. Creates values statement to ensure all employees are working under the same guiding principles.



27. Creates strategic plans to develop and promote organizational and area strengths, as well as to address weaknesses based on insight from surveys.



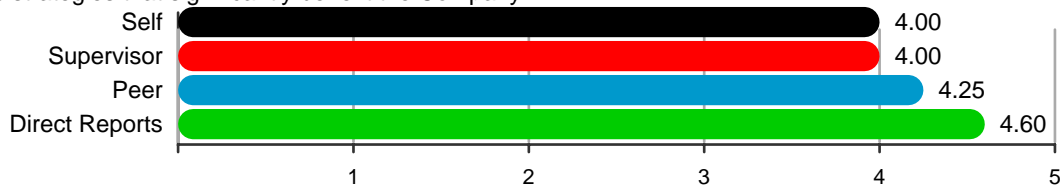
28. Identifies root causes of problems.



29. Communicates with employees to find out their needs.



30. Creates strategies that significantly benefit the Company.



### 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).

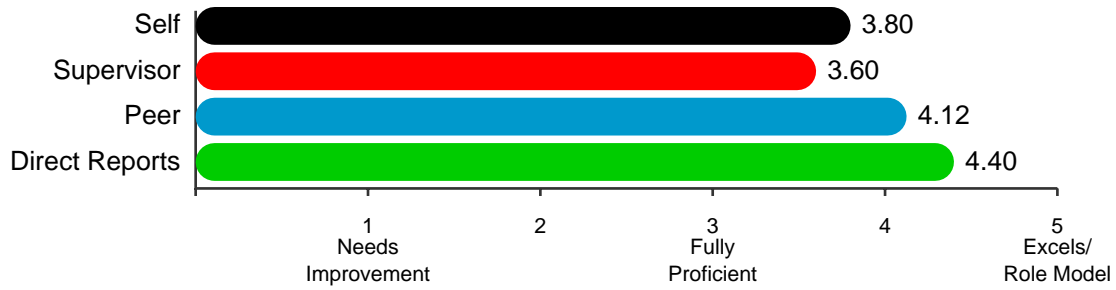
Item	n	Avg	LOA	Needs Improvement		Fully Proficient		Excels/ Role Model
26. Creates values statement to ensure all employees are working under the same guiding principles.	15	3.67	66.7	20%	13%	47%		20%
27. Creates strategic plans to develop and promote organizational and area strengths, as well as to address weaknesses based on insight from surveys.	15	3.80	73.3	20%	7%	47%		27%
28. Identifies root causes of problems.	15	4.33	86.7	13%		40%		47%
29. Communicates with employees to find out their needs.	15	4.67	100.0			33%		67%
30. Creates strategies that significantly benefit the Company.	15	4.33	100.0			67%		33%

Comments:

- \_\_\_ is not always open to new ideas or troubleshooting issue and workflows. She does end up willing to review situations, it just sometimes takes some time.
- She includes appropriate people in her decisions and follows through on decisions made.
- She is also quick to tap into her past experiences in attempting to find the best solution.
- When in meetings in \_\_\_'s division, it is obvious that she has spent time on setting clear expectations, understanding her staff, and ensuring their is a good fit between roles and strengths. Her jobs centers on effective collaboration and communication with others and she models these attributes.
- \_\_\_ needs to remove herself from the day-to-day operations of the department and take a bigger picture role, not directing the actions of staff which doesn't give them the opportunity to understand the issues and develop approaches.
- Having very minimum one-on-one discussion.

# Global Perspective

## Summary Scores



31. Collaborates with others respectfully and effectively with other people regardless of differences in cultural backgrounds.



32. Demonstrates a curiosity about diverse individuals and cultures.



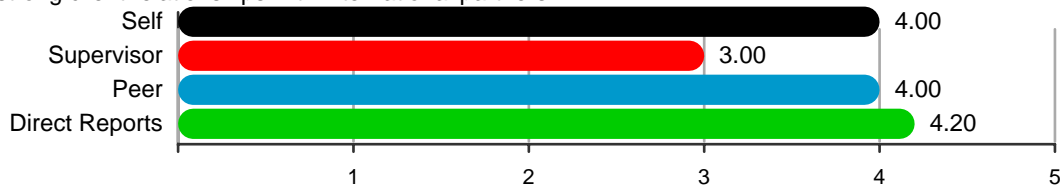
33. Builds working relationships with others across cultures.



34. Attends training seminars and conferences to increase skills in working with others globally.



35. Forms strong client relationships with international partners.





## 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
31. Collaborates with others respectfully and effectively with other people regardless of differences in cultural backgrounds.	15	4.07	80.0	20%	53%	27%
32. Demonstrates a curiosity about diverse individuals and cultures.	15	4.47	100.0		53%	47%
33. Builds working relationships with others across cultures.	15	4.13	80.0	20%	47%	33%
34. Attends training seminars and conferences to increase skills in working with others globally.	15	4.13	86.7	13%	60%	27%
35. Forms strong client relationships with international partners.	15	4.00	80.0	20%	60%	20%

### Comments:

- \_\_\_ is an amazing manager. She genuinely cares about her staff.
- We have a very strong team in finance. There has been significant turnover but the efforts \_\_\_ and I have put into staff engagement have been significant. These should be weaved into our evaluations.
- \_\_\_ is a "One of a kind" She is a great manager.
- If feel \_\_\_ meets/exceeds in all of the areas listed above, and I feel she consistently exceeds in the areas of professionalism, service, communication, teamwork, engagement and ethics.
- \_\_\_ manages everyone else time very well. She puts everything out there, her soul, her time and her energy all to ensure a good outcome.
- \_\_\_ is very supportive and knows her area of expertise. She is a pleasure to work with.

## 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?

- \_\_\_ is a great team member. Her technical skills are impeccable...great to see you in MBA program. Keep going.
- When dealing with HR issues my HR business partner is always involved.
- 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.
- I feel there are things we can do to enhance our work environment, and I wish she could see it as well.
- I have been most impressed by \_\_\_ in the last year. Her leadership and intervention into the roles and responsibilities of her staff have shown and instilled in me a greater understanding and appreciation for what the volunteers at [CompanyName] do. High degree of common sense and good decisions is what I have seen from \_\_\_.
- \_\_\_ is dedicated, caring, respectful and an overall amazing person, who very obviously strives for continuous improvement. She 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.

### What do you like best about working with this individual?

- \_\_\_ has done tremendous work this past year in the Finance team.
- \_\_\_ appears engaged, focused on improvement, and bettering the organization. She collaborates with other leaders and her staff to drive increases in service and efficiency. I feel like my team's needs are met and \_\_\_ will respond to any escalation request or need for strategic planning positively and effectively.
- I feel there are things we can do to enhance our work environment, and I wish she could see it as well.
- She has far exceeded my expectations in transforming the position as it transitioned into one that encompassed more of the quality and safety role.
- She is a high energy individual, with a level of integrity that goes above and beyond.
- She has grown as a manager in the last few months and it shows.

### What do you like least about working with this individual?

- \_\_\_ has the ability to recognize an individuals talent and utilize their skills. She moves at a fast pace and oversee's a large volume of work/projects. To accomplish this she knows she needs a top notch team.
- \_\_\_ has a strong knowledge base and willingly shares information.
- I appreciate \_\_\_'s reputation in the community and her advocacy for the programs and initiatives implemented here at [CompanyName].
- She can see the fine details well for unit needs that fits into the organizations mission and the needs of the staff.
- Despite the fact that \_\_\_ has experienced very few opportunities that would increase her engagement, she has remained dedicated to [CompanyName] and especially to her staff.
- Appreciate \_\_\_'s dedication to making the facilities cleaner. Results are evident.

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

- \_\_\_ seems to excel in her perspective of the organization as a whole, and how her departments contribute and support the organization, as well as how the organization lends support to us.
- \_\_\_ works to keep up but a lot of new concepts.
- She can be too quick to focus on perceived weaknesses instead of leaning into strengths.
- She frequently misses meetings which sends a message that it's not important to her and sets her apart from the rest of the team, who are just as busy.
- She collaborates with all departments and operates under shared governance.
- The most important attribute that \_\_\_ demonstrates is making sure there is a solid, vibrant leadership team. When she meets monthly with the execs, we engage in a process that sometimes is uncomfortable but dissuades any hint of Laissez-faire. She pushes for honest opinions and decisions and she expects those decisions and opinions to be supportable with reason. At the same time, she somehow nurtures innovation that leads to improving process and outcomes.

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

- \_\_\_ is a great resource to me when I have HR or professional development issues. I count on her for her support and sound advice.
- I don't often get a chance to see \_\_\_ in her natural habitat. I know that her team really likes her and that demonstrates a level of leadership that is not common.
- \_\_\_ does a wonderful job of ensuring her department is meeting the needs of the organization and our community.
- As I have indicated above, \_\_\_ has had a difficult time in defining her role as manager within the department. As the manager of the department I appreciate \_\_\_'s engagement since last month and I am hopeful that she will grow in her leadership role.
- \_\_\_ 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.
- \_\_\_ stays focused on ways we can partner with departments throughout the organization to support our customers, service lines, and staff. Recently, \_\_\_ re-evaluated the positions in our office to realign the job duties with team members' strengths, as well as priorities for the office.

### Any final comments?

- Whenever \_\_\_ has assigned one of her staff to a project the quality and commitment of that staff person has been of a high caliber (as if \_\_\_ was there). She also participated in interviews within my department and was a valuable member.
- She is also an excellent resource to other managers and will take the time to offer information and support.
- \_\_\_ takes people where they want to go and pushes them to be their own success.
- \_\_\_ is very approachable. She is able to get people to follow through and engage in their daily work.
- \_\_\_ makes great hiring choices. she is clear on what needs to be done.
- I am having a hard time evaluating the last four. \_\_\_ produces excellent materials and strategy for marketing and business development. I think there may not be adequate consideration of unintended consequences to one area of our business or service line as a result of efforts supporting another area or service line.