



Feedback Results
Your CompanyName Here
2026

Sample Employee

Results Generated by HR-Survey

February 2026

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.

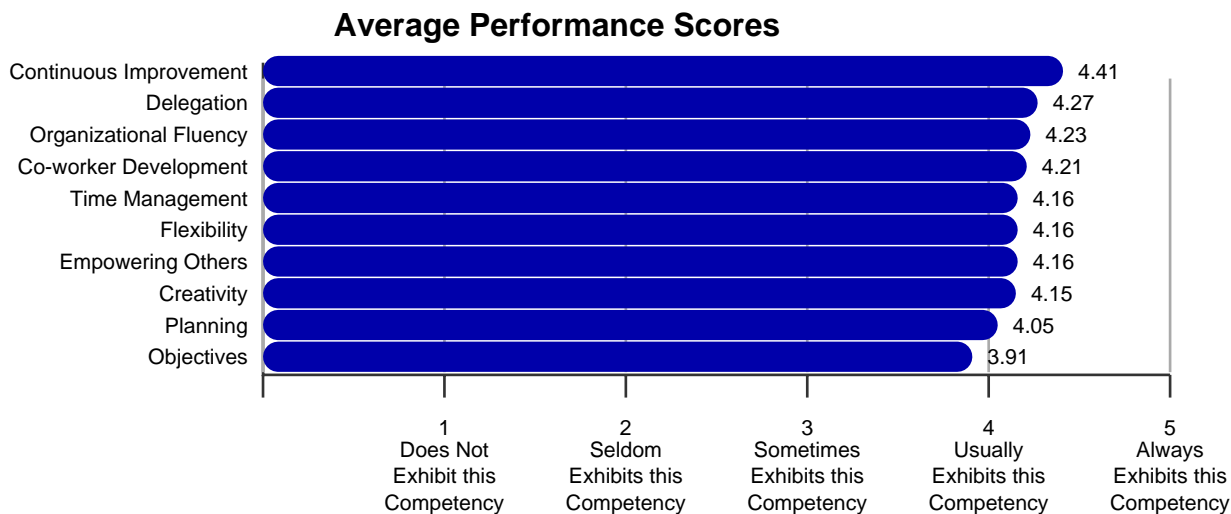
What to Do with Your Feedback

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 10 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.



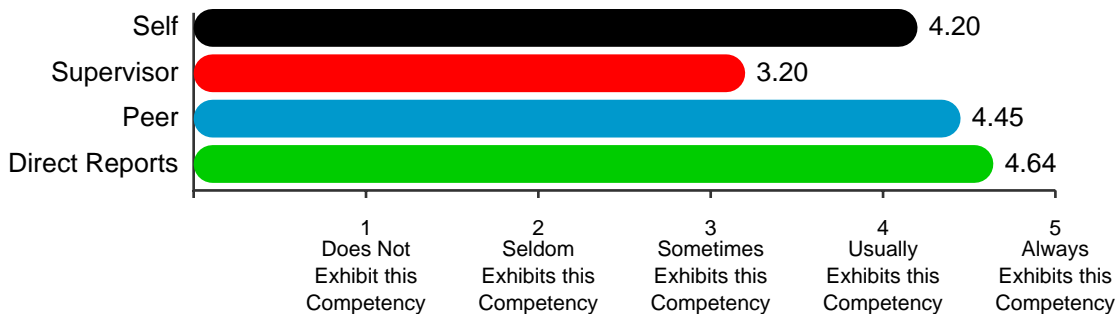
Gap Analysis

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.



Continuous Improvement

Summary Scores



1. Optimizes resource allocation to ensure equipment, materials, and labor are used at peak effectiveness.



2. Encourages employees to challenge existing processes and propose innovative alternatives.



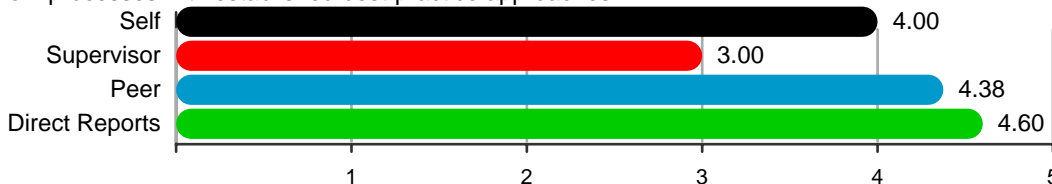
3. Encourages and supports the use of Six Sigma tools to improve production quality.



4. Standardizes best-practice methods to ensure consistent, high-efficiency execution across teams or shifts.



5. Aligns work processes with established best-practice approaches.



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).

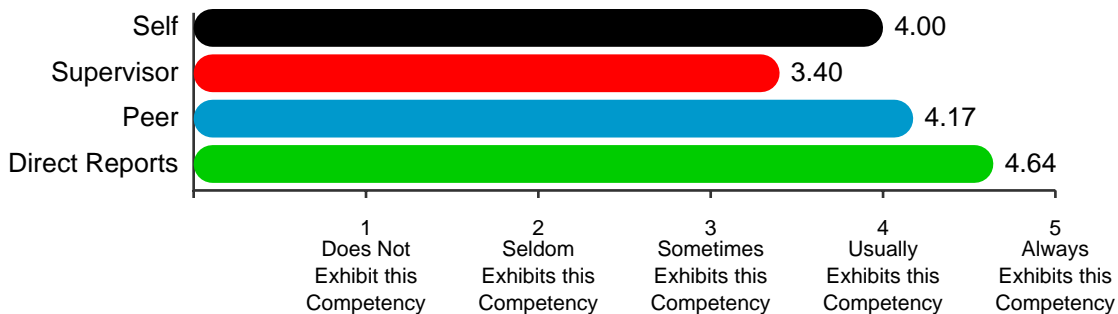
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
1. Optimizes resource allocation to ensure equipment, materials, and labor are used at peak effectiveness.	15	4.20	93.3	7%		67%		27%
2. Encourages employees to challenge existing processes and propose innovative alternatives.	15	4.87	100.0	13%		87%		
3. Encourages and supports the use of Six Sigma tools to improve production quality.	15	4.27	93.3	7%		60%		33%
4. Standardizes best-practice methods to ensure consistent, high-efficiency execution across teams or shifts.	15	4.40	86.7	13%	33%		53%	
5. Aligns work processes with established best-practice approaches.	15	4.33	93.3	7%		53%		40%

Comments:

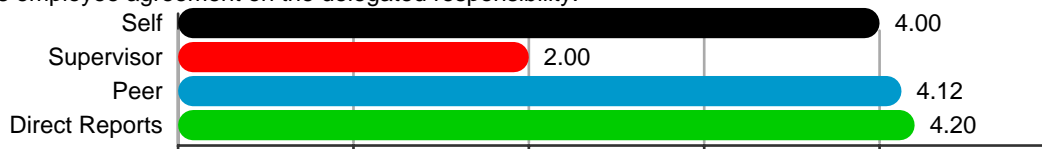
- ___ is very friendly and expresses genuine care for the staff when she is present.
- I can depend on her with whatever is needed.
- Her priorities are clear and appropriate, as she recognizes the importance of "value added" and the benefits of Core Competency, and continuous improvement.
- She is fair, sets a good example, and I feel that she is very honest and has a great deal of integrity.
- I am glad ___ was chosen to step in and take lead of [CompanyName]. She uses good judgment and makes the right decisions, even when they are difficult.
- Could benefit from increasing awareness on how much influence they have on the department.

Delegation

Summary Scores



6. Secures employee agreement on the delegated responsibility.



7. Encourages and empowers others to use initiative in achieving goals and objectives.



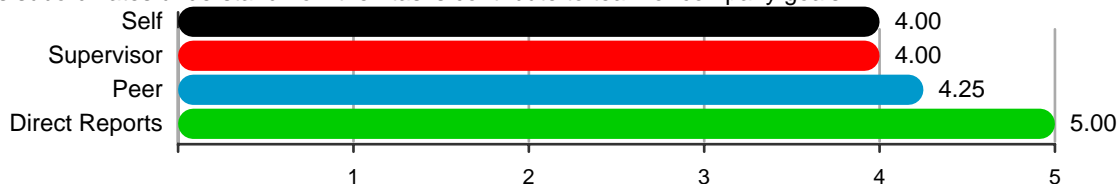
8. Avoids an arbitrary delegation of duties, which can lead to inefficiencies or frustration.



9. Entrusts employees with tasks that reflect their core proficiencies, fostering accountability and confidence.



10. Ensures subordinates understand how their tasks contribute to team or company goals.



Level of Skill

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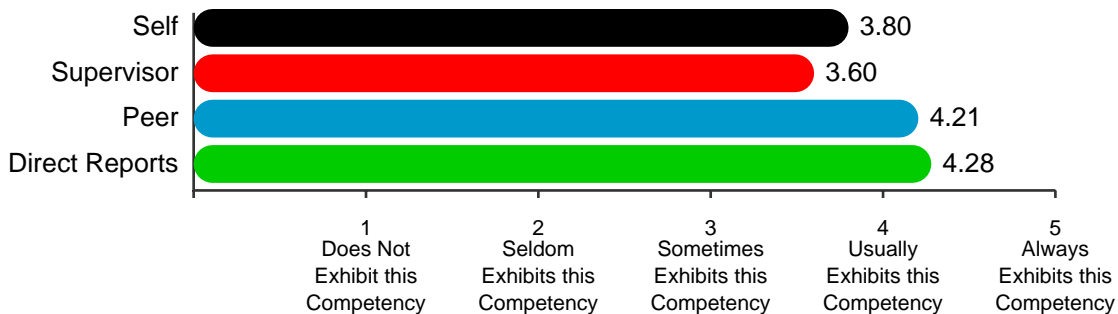
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
6. Secures employee agreement on the delegated responsibility.	15	4.00	80.0	7%	13%	53%	27%	
7. Encourages and empowers others to use initiative in achieving goals and objectives.	15	4.07	80.0		20%	53%	27%	
8. Avoids an arbitrary delegation of duties, which can lead to inefficiencies or frustration.	15	4.33	93.3	7%	47%		47%	
9. Entrusts employees with tasks that reflect their core proficiencies, fostering accountability and confidence.	15	4.47	93.3	7%	40%	53%		
10. Ensures subordinates understand how their tasks contribute to team or company goals.	15	4.47	93.3	7%	40%	53%		

Comments:

- ___ does an exceptional job at running the department.
- ___ is consistently auditing different processes in the production line to improve satisfaction. The outcomes and expectations are clearly communicated to all staff.
- ___ At all times involved not only the employee but different perspectives in her work, so important in our role, to understand the customer's perspectives.
- Services are growing and we are putting a stabilization plan in place. This growth is happening with improving morale and hitting most all of the metrics we've been challenged to meet. I include managers and key employees in most all decisions.
- she understands where our opportunities for savings in the employee benefits plan may be.
- ___ 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.

Time Management

Summary Scores



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



12. Prefers to utilize automated workflows.



13. Encourages colleagues to spend more time on work related activities.



14. Directs energy toward strategic priorities to ensure alignment with organizational goals.



15. Determines which tasks need to be completed urgently.



Level of Skill

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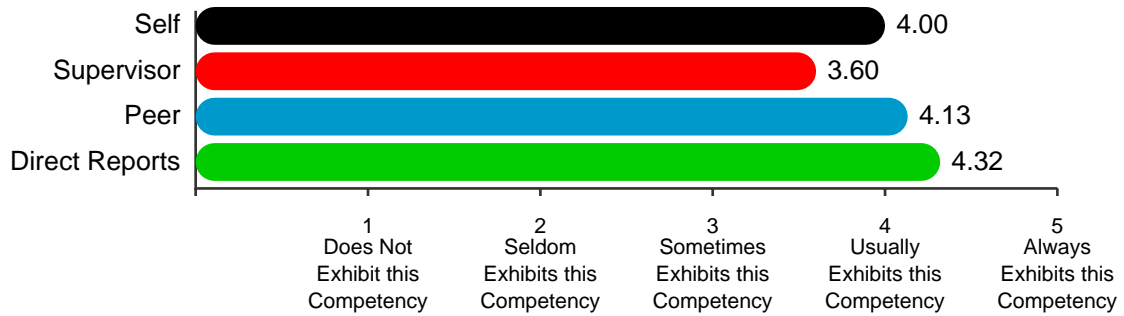
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
11. Stays on track by effectively using the project schedule.	15	4.60	100.0			40%	60%	
12. Prefers to utilize automated workflows.	15	4.27	100.0			73%		27%
13. Encourages colleagues to spend more time on work related activities.	15	4.33	100.0			67%		33%
14. Directs energy toward strategic priorities to ensure alignment with organizational goals.	15	3.93	73.3	27%		53%		20%
15. Determines which tasks need to be completed urgently.	14	3.64	57.1	14%	29%		36%	21%

Comments:

- 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.
- I am confident that whenever I need to talk with ___, she is honest and direct and provides good guidance for my professional growth.
- ___ does an excellent job of assessing processes to determine if they are working or not working and helping the team to identify issues, barriers and solutions to move our practices forward.
- ___ 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.
- ___ 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.
- I appreciate ___'s calm demeanor, her listening skills, and that she typically demonstrates that I have her full attention when we are in meetings.

Creativity

Summary Scores



16. Allows employees to work a certain percentage of time on projects that personally interest them.



17. Open to new ideas and understanding.



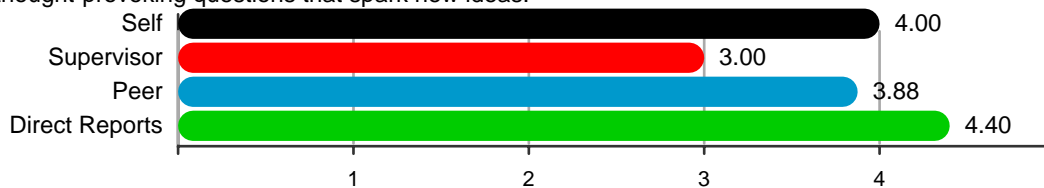
18. Generates new insights and understandings.



19. Engages the team in brainstorming sessions to develop creative ideas.



20. Poses thought-provoking questions that spark new ideas.



Level of Skill

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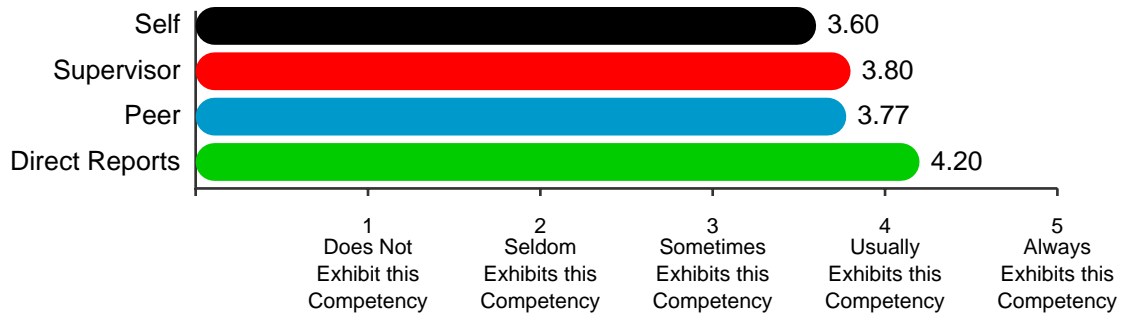
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
16. Allows employees to work a certain percentage of time on projects that personally interest them.	15	4.33	86.7	13%	40%	47%		
17. Open to new ideas and understanding.	15	4.27	93.3	7%	60%	33%		
18. Generates new insights and understandings.	14	4.00	92.9	7%	86%	7%		
19. Engages the team in brainstorming sessions to develop creative ideas.	14	4.14	85.7	7%	7%	50%	36%	
20. Poses thought-provoking questions that spark new ideas.	15	4.00	66.7	7%	27%	27%	40%	

Comments:

- ___ is a great listener and leader for the department.
- I look forward to learning and improving with her and the other members in the division.
- She has grown as a manager in the last few months and it shows.
- ___ is fully on board with engaging our staff in continuing improvements. I can see great improvements in team development.
- She is doing great work with the CCO. The role of COO is new at [CompanyName] and needs better definition over the long pull.
- Occasionally there are opportunities for better matching employee strengths with staff assignments.

Objectives

Summary Scores



21. Able to organize work.



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



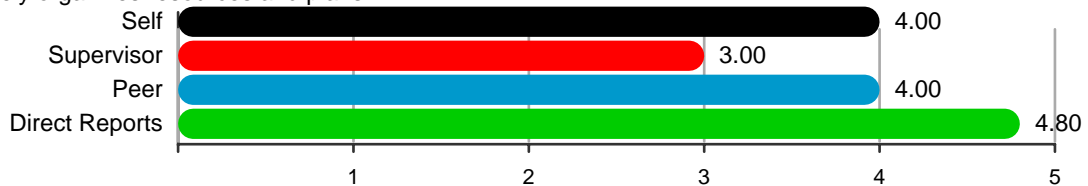
23. Communicates goals and objectives to employees.



24. Sets long-term and short-term goals.



25. Effectively organizes resources and plans



Level of Skill

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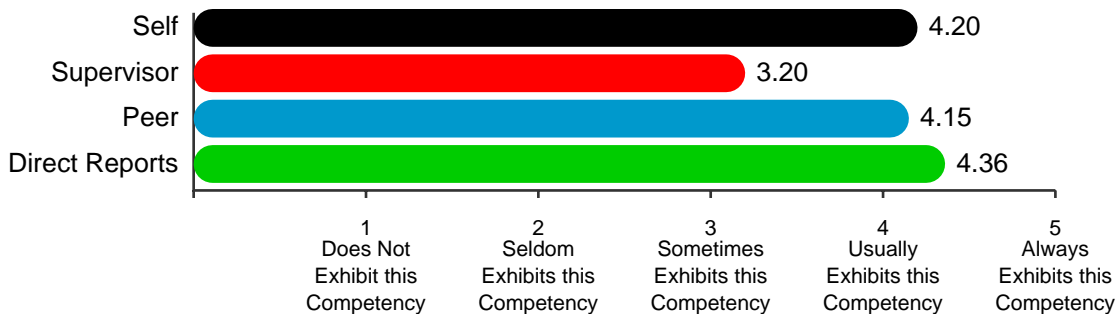
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
21. Able to organize work.	15	4.00	66.7	13%	20%	20%	47%	
22. Consistently provides me with timely feedback for improving my performance.	15	3.47	53.3	13%	33%		47%	7%
23. Communicates goals and objectives to employees.	15	3.60	66.7	13%	20%		60%	7%
24. Sets long-term and short-term goals.	15	4.27	86.7	7%	7%	40%	47%	
25. Effectively organizes resources and plans	15	4.20	80.0	7%	13%	33%	47%	

Comments:

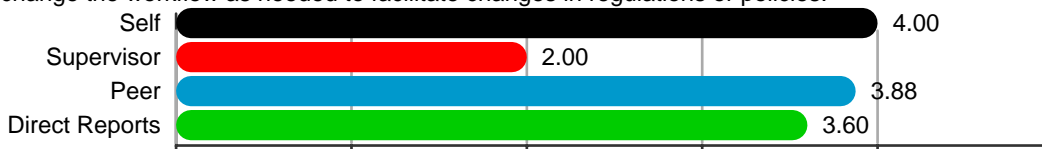
- ___ has done an amazing job in taking on this new role. She came into it with eyes wide open" and with a positive intensity that demonstrates a competence and a commitment to this organization.
- She is a great manager and person to work for/with.
- Her role this past year stretched her time reducing the support needed in receiving timely response from external departments creating challenges in resolutions.
- Has a very good attitude which makes it a pleasure working environment. Stays organized and on top of most all issues that arise.
- she is trying to prove her strengths and be a firm leader in the organization, however when she makes these decisions before hearing all sides, she appears as if she does not care about the consequences.
- ___ agreed in advisory team meetings to give more responsibility to the Director, so they can more effectively support ___ with leading the team. However, it appears project requests by meeting members and service line leaders are being approved by ___ without her bringing them before the team for discussion.

Flexibility

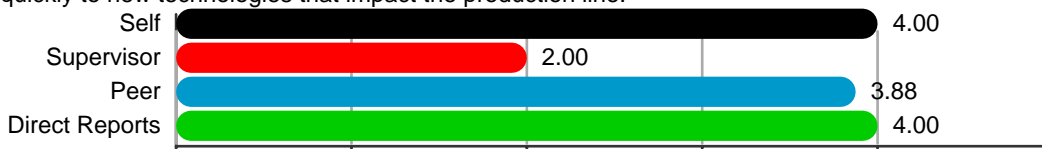
Summary Scores



26. Able to change the workflow as needed to facilitate changes in regulations or policies.



27. Adapts quickly to new technologies that impact the production line.



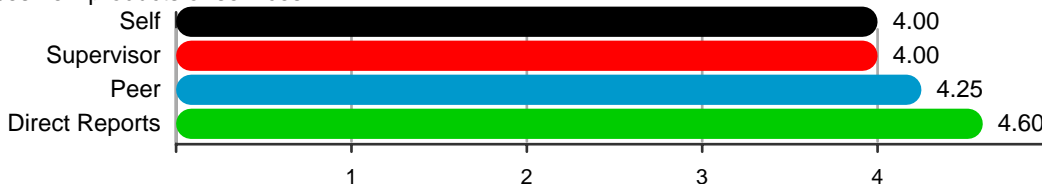
28. Accommodates the needs of employees as best as possible when requests for time off are made.



29. Able to make changes to their leadership style after receiving constructive feedback through the performance review.



30. Introduces new products or services.



Level of Skill

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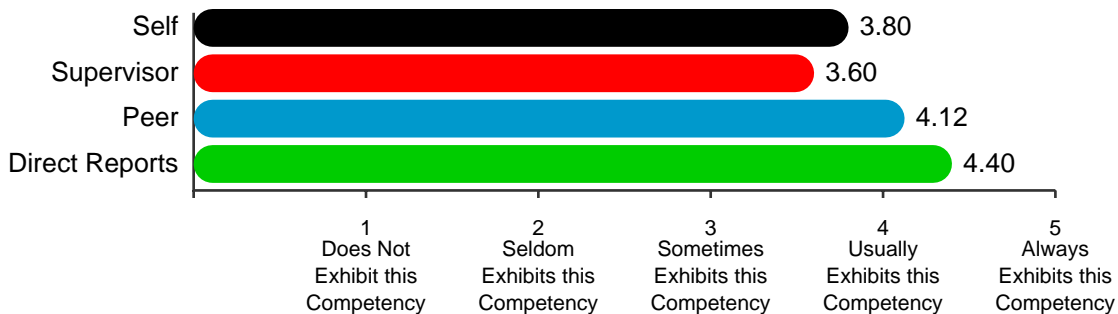
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
26. Able to change the workflow as needed to facilitate changes in regulations or policies.	15	3.67	66.7	20%	13%	47%	20%	
27. Adapts quickly to new technologies that impact the production line.	15	3.80	73.3	20%	7%	47%	27%	
28. Accommodates the needs of employees as best as possible when requests for time off are made.	15	4.33	86.7	13%	40%	47%		
29. Able to make changes to their leadership style after receiving constructive feedback through the performance review.	15	4.67	100.0		33%	67%		
30. Introduces new products or services.	15	4.33	100.0		67%	33%		

Comments:

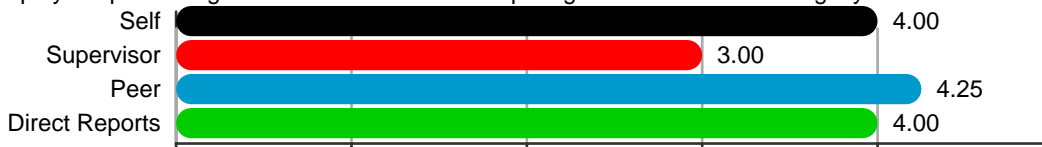
- I think ___ is very good at identifying processes she observes needs improvement, however I do not see a clear step-by-step direction for a plan to improve that process.
- I've appreciated her attempt to work collaboratively with others and demonstrate the organizational value of teamwork in her daily work. ___ demonstrates a high level of personal integrity in her daily work and is honest and ethical in her interactions with others.
- Always has a positive, cheerful, and strong attitude.
- She tends to sometimes get confused about decisions we've made and consequently incorrect information is given following the meeting.
- Could be more self-aware of impact on other team members
- ___ is the best employee the department has employed.

Empowering Others

Summary Scores



31. Helps employees prioritize goals when workload or competing demands create ambiguity.



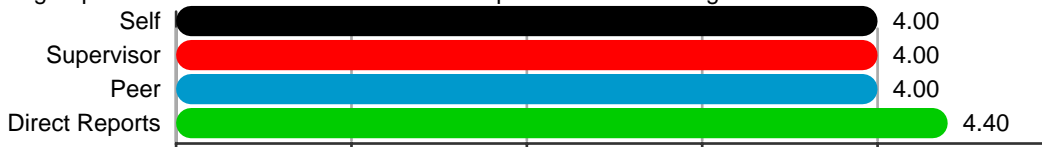
32. Encourages employees to make informed decisions based on their own judgment and reasoning.



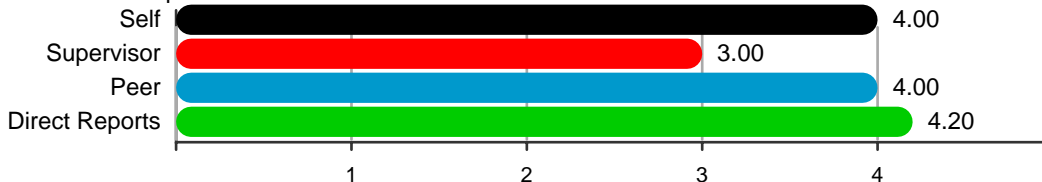
33. Recognizes the contributions that others make to the department.



34. Facilitates group discussions that surface diverse viewpoints before making decisions.



35. Allows subordinates to perform mission critical tasks.



Level of Skill

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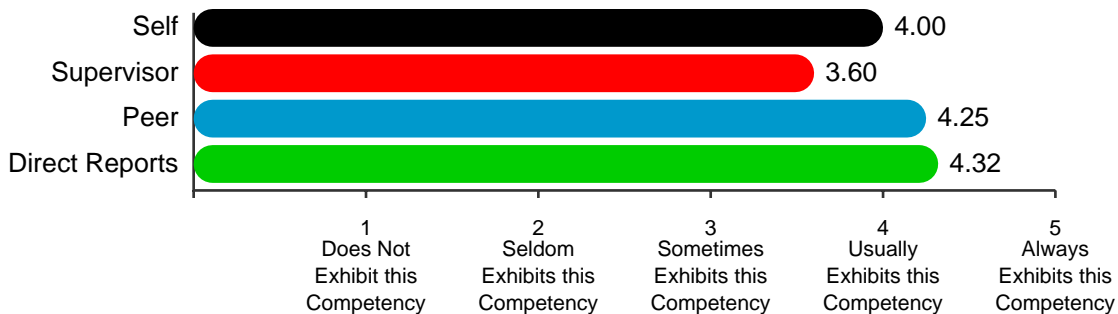
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
31. Helps employees prioritize goals when workload or competing demands create ambiguity.	15	4.07	80.0	20%		53%		27%
32. Encourages employees to make informed decisions based on their own judgment and reasoning.	15	4.47	100.0			53%		47%
33. Recognizes the contributions that others make to the department.	15	4.13	80.0	20%		47%		33%
34. Facilitates group discussions that surface diverse viewpoints before making decisions.	15	4.13	86.7	13%		60%		27%
35. Allows subordinates to perform mission critical tasks.	15	4.00	80.0	20%		60%		20%

Comments:

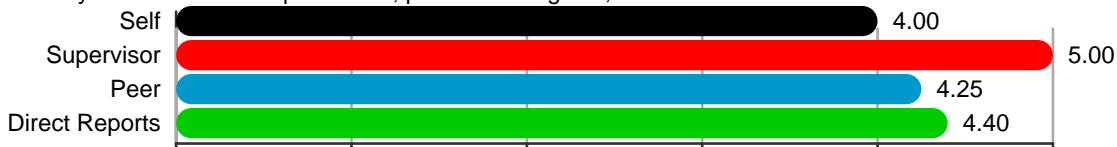
- She easily recognizes strengths and talents during interviews and hires or places these individuals accordingly.
- ___ is a outstanding manager.
- Sometimes work is pushed forward when she doesn't understand underlying issues and work needed.
- She is an educator to the organization on the value of a diverse culture at [CompanyName] and how the increased diversity and cultural sensitivity serves our customer population.
- She is a charismatic leader. Really the best!!
- She always steps up and gets what needs to be done completed.

Co-worker Development

Summary Scores



36. Sets and clearly communicates expectations, performance goals, and measurements to others



37. Works to identify root causes of performance problems



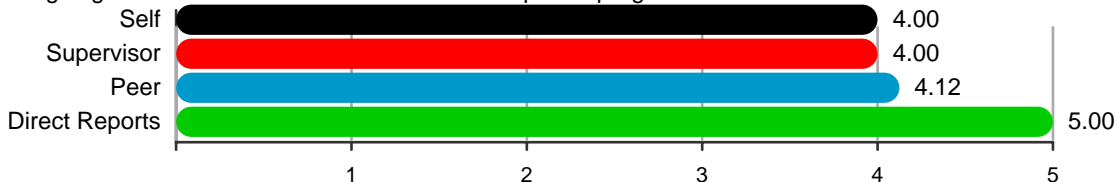
38. Gives others development opportunities through project assignments and increased job responsibilities



39. Adapts coaching and mentoring approach to meet the style or needs of individuals



40. Provides ongoing feedback to co-workers on their development progress



Level of Skill

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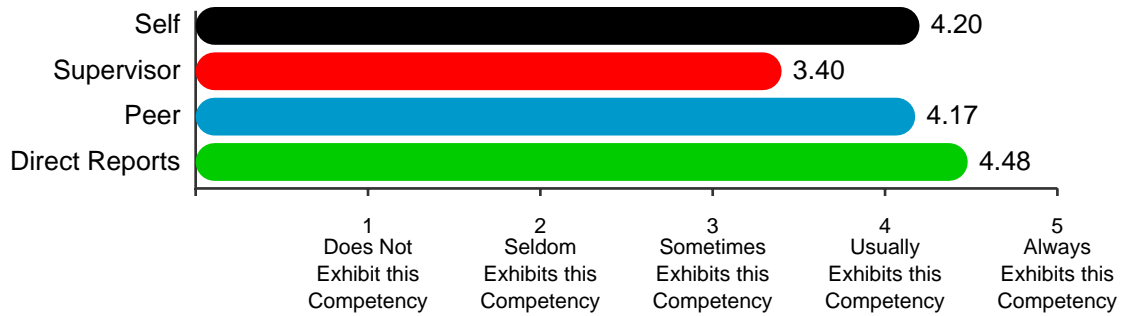
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
36. Sets and clearly communicates expectations, performance goals, and measurements to others	15	4.33	100.0			67%		33%
37. Works to identify root causes of performance problems	15	3.93	80.0	13%	7%	53%		27%
38. Gives others development opportunities through project assignments and increased job responsibilities	15	4.27	86.7		13%	47%		40%
39. Adapts coaching and mentoring approach to meet the style or needs of individuals	15	4.13	86.7		13%	60%		27%
40. Provides ongoing feedback to co-workers on their development progress	15	4.40	93.3		7%	47%		47%

Comments:

- Gets the job organized and in time. Makes sure all are on the same page and communicates very well.
- She is friendly, courteous, and kind all while being very professional.
- She has a vast storehouse of knowledge about the facility and our policies.
- ___ always stays customer and community focused. She's also an excellent collaborator and always supportive and positive with others.
- She engages other strong leaders empowering them to excel. She deals fairly in controversial situations striving for productive outcomes.
- ___ seems to have good knowledge and awareness of the strengths and talents of her direct reports (as well as their weaknesses). When in need, she picks the appropriate person to conquer a task or assignment. She is always good about seeking advice before proceeding.

Organizational Fluency

Summary Scores



41. Effective in communicating with others within the organization.



42. Adept at navigating within the culture of the department.



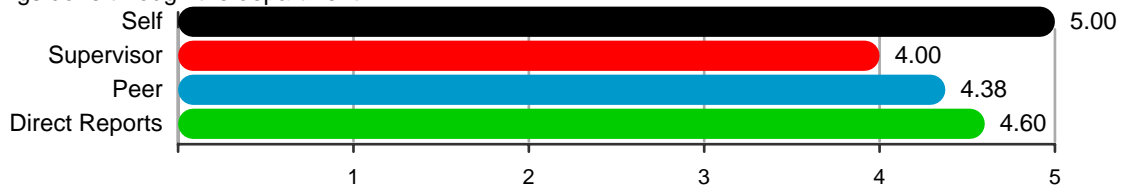
43. Understands departmental policies and procedures.



44. Able to deal with sensitive issues with tact and professionalism.



45. Gets things done through the department.



Level of Skill

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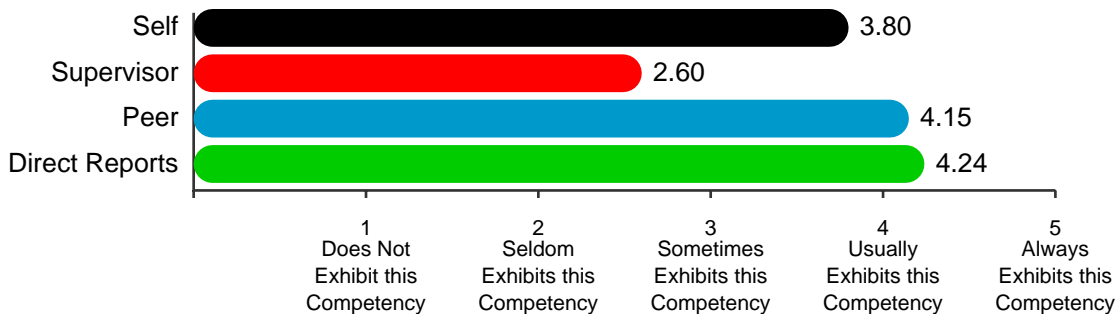
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
41. Effective in communicating with others within the organization.	15	4.33	93.3	7%	53%		40%	
42. Adept at navigating within the culture of the department.	15	4.20	80.0	20%	40%		40%	
43. Understands departmental policies and procedures.	15	4.13	86.7	13%	60%		27%	
44. Able to deal with sensitive issues with tact and professionalism.	15	4.00	86.7	13%	73%		13%	
45. Gets things done through the department.	15	4.47	93.3	7%	40%		53%	

Comments:

- I would like to receive some more feedback on completed tasks to make sure I am being effective.
- ___ is amazing at leading by example for our entire organization when it comes role modeling exceptional performance in daily work of communication and integrity.
- ___ is a wonderful collaborator and leader. It is a treat to be able to work with her.
- ___ is a wonderful partner. She has been incredibly helpful as we have worked together this past year to investigate, resolve and move forward on a variety of Systems Integration issues.
- ___ has been very helpful to me as a new manager this year.
- I am glad ___ was chosen to step in and take lead of [CompanyName]. She uses good judgment and makes the right decisions, even when they are difficult.

Planning

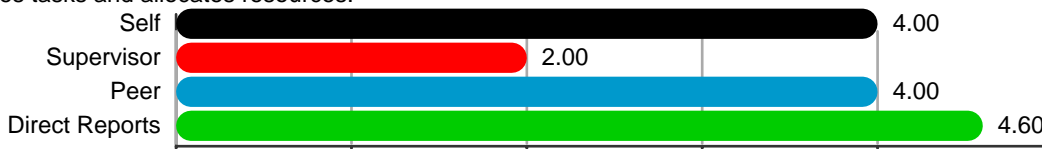
Summary Scores



46. Establishes and monitors timeframes and timelines.



47. Prioritizes tasks and allocates resources.



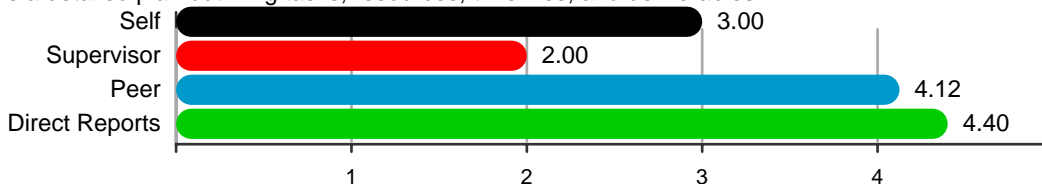
48. Anticipates resources needed to successfully implement a plan or project.



49. Develops strategic plans for ensuring competitiveness in the marketplace.



50. Develops a detailed plan outlining tasks, resources, timelines, and deliverables.



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
46. Establishes and monitors timeframes and timelines.	15	3.87	80.0	7%	13%	67%	13%	
47. Prioritizes tasks and allocates resources.	15	4.07	86.7	13%	53%	33%		
48. Anticipates resources needed to successfully implement a plan or project.	15	4.13	86.7	13%	60%	27%		
49. Develops strategic plans for ensuring competitiveness in the marketplace.	15	4.20	86.7	7%	7%	47%	40%	
50. Develops a detailed plan outlining tasks, resources, timelines, and deliverables.	15	4.00	73.3	13%	13%	33%	40%	

Comments:

- She asks opinions from others and promotes team work within [CompanyName]. Trust is an area this department has lacked.
- I think ___ is doing to great job! The learning curve is steep and she is growing to meet the challenge.
- She is very careful to choose someone that has the skills she desires and who will also be a good fit.
- Outstanding leader.
- She sometimes comes off as confused about organizational/operational direction.
- She is passionate about providing the services necessary to meet the needs of our organization.

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?

- Our team works well together because we understand our roles and what is expected of each person. We are also encouraged to give input and I feel my opinion is respected and of equal value.
- Is viewed by many as a strong organizational resource.
- ___ manages quite effectively by allowing her supervisors to manage the day to day operations rather than doing it for them.
- She has good knowledge and awareness of the strengths and talents of her staff (as well as their weaknesses).
- Participates in training to learn Core Competency processes.
- I have always respected her concern for stakeholder input and her efforts to put her customers first.

What do you like best about working with this individual?

- ___ has made consistent efforts to inform us of all process changes, and has been instrumental in making the staff work as a team.
- Her time has been in huge demand on the [CompanyName] operations side, which has not allowed her to do as much professional development for herself that she would like.
- I hope she knows how much I value her and how I've come to rely on her knowledge, self-assurance and wisdom.
- ___ is a great asset to our department. She is always available when issues arise & help is needed to solve problems.
- ___ is aware that she can come off as intimidating, and recognizes that fact in certain instances.
- She is an outstanding manager.

What do you like least about working with this individual?

- She has been instrumental in facilitating communications between staff and managers. Staff know that she is very supportive of them.
- She has an open door policy and is available when needed.
- ___ has a tough job, unclear role in an unclear world. She has a great handle on current process and people.
- Her communication style can also come across as very directive at times to peers and subordinates.
- ___ has been an outstanding partner to collaborate with and drive department initiatives to improve standard work.
- ___'s leadership far exceeds the expectations of this organization and is a style that should be recognized.

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

- ___ does try to increase her knowledge in the department. She's not quite there yet but is making a noticeable effort. ___ has shown marked improvement in being present when needed in the department.
- She has deep technical expertise in a number of areas of human resource management.
- she is open and willing to share her vision for the team.
- ___ is consistently working with her team to improve customer service and defining standards of service to hardwire those behaviors.
- I really appreciate and respect ___'s leadership and her ability to perceive issues and intricate insights into working toward solutions.
- I appreciate the honest evaluative feedback ___ provides for the staff in her area. This input helps immensely in the development of constructive development feedback for these professionals each year.

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

- I know I can always count on ___ to be reliable and respond in a timely manner to my request.
- As noted in the comments above, ___ needs improvement with involving the team more consistently in the approval and management of projects.
- Sometimes a problem or issue can halt your progress. Strive to tackle these head on instead of hoping they resolve on their own.
- Commitment or expectation overload" has been an issue this past year. Reducing one managerial position within the department combined with the significant number of high priority initiatives that are currently on-going has been a barrier to meeting deadlines.

- She has done great work to help the organization deal with its financial challenges. The only area of improvement is around communication style.
- She is very astute, proactive in problem solving, and a great team member.

Any final comments?

- ___ continues to develop her knowledge about the industry and applies it to the customer experience and staff workflow to improve outcomes.
- ___'s number one priority is customer outcome - she is a team player and is a pleasure to work with.
- Closes off discussions with action plans.
- ___ has improved on her quick assessment of situations and as a result it has helped me improve also
- She is very relatable and I believe it helps with the initial contact with the prospects.
- She has helped make me a better manager through her actions and follow through.