



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.

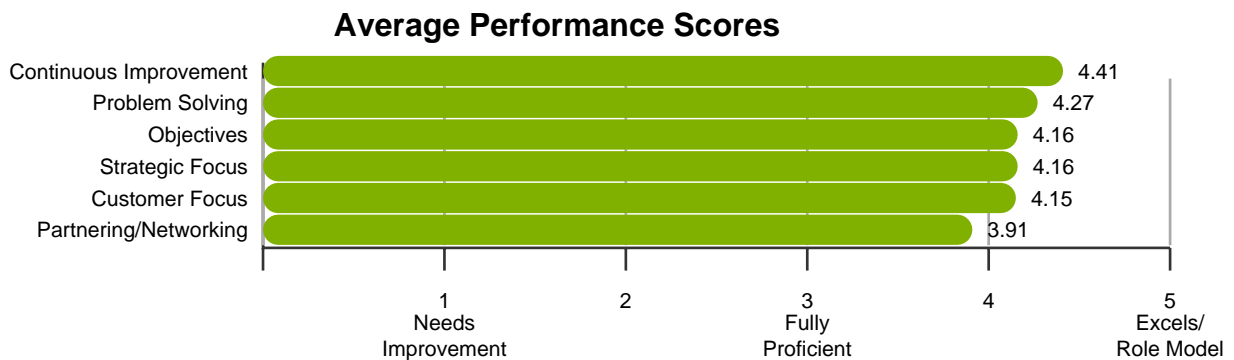
What to Do with Your Feedback

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

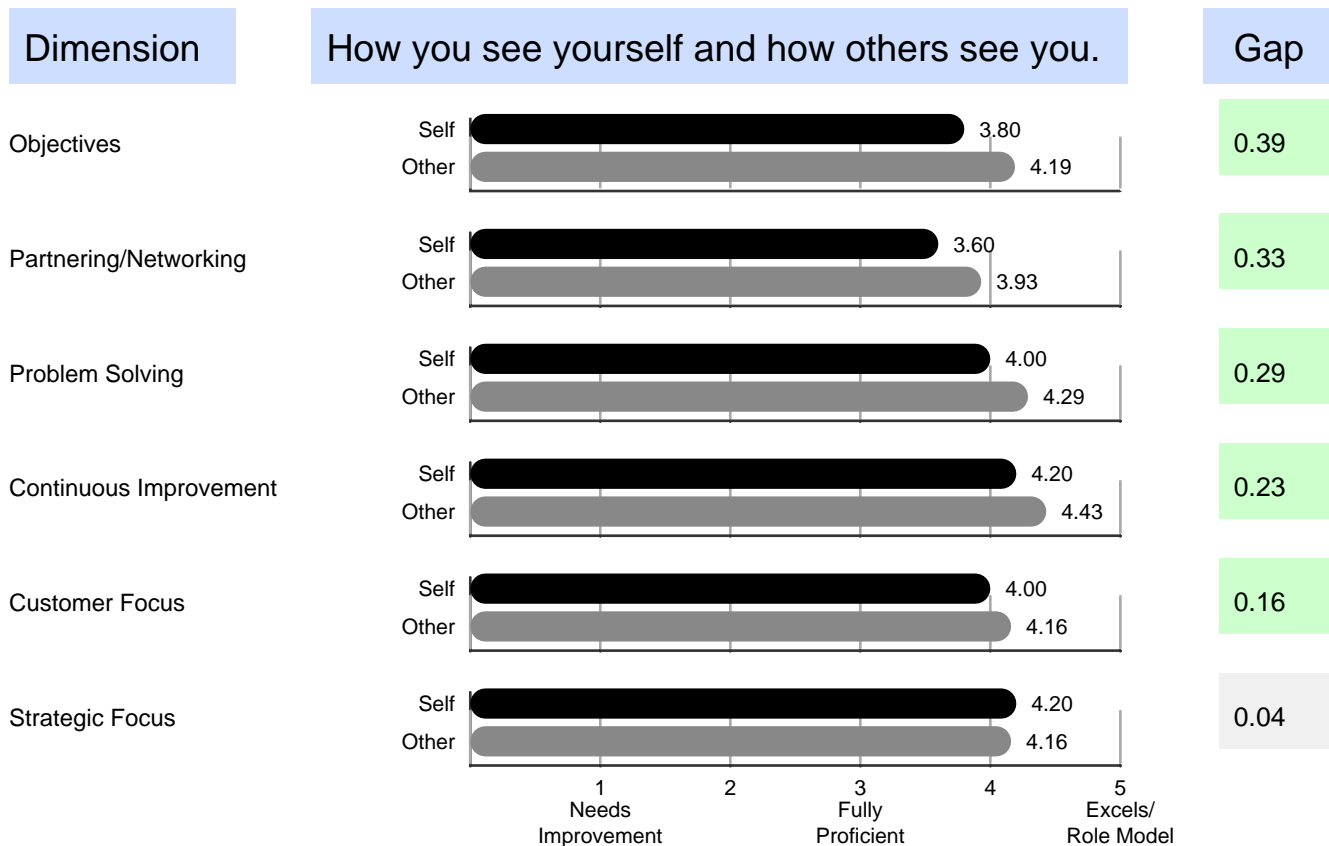
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 6 major dimensions of leadership.

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.



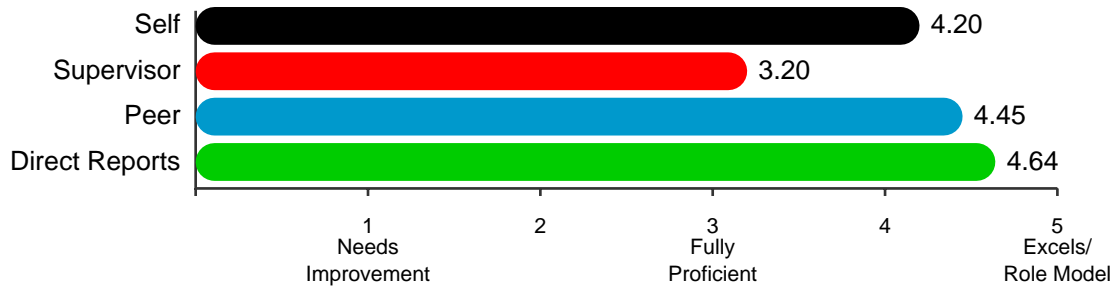
Gap Analysis

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.



Continuous Improvement

Summary Scores



1. Establishes decision points during the production process at which quality is reviewed and assessed.



2. Proactively identifies skill gaps (personal or team-wide) and recommends training solutions to close them.



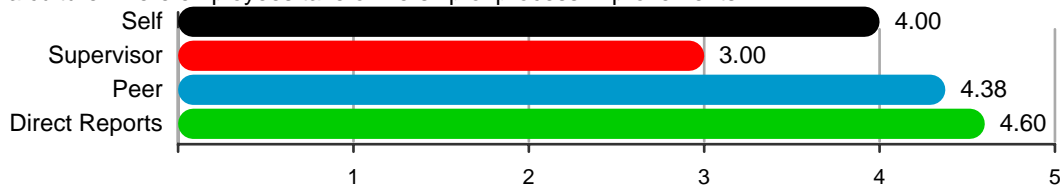
3. Ensures employees have clear instructions, standards, and resources so work can be completed correctly on the first attempt.



4. Enhances process flow by making fine adjustments to increase machine output.



5. Fosters a culture where employees take ownership of process improvements.



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).

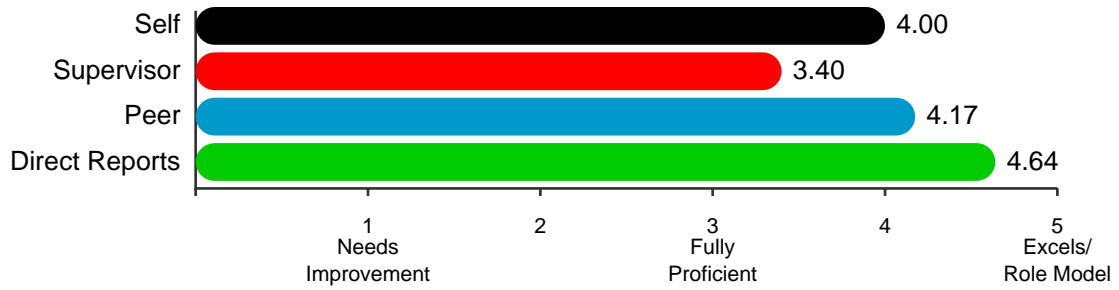
Item	n	Avg	LOA	Needs Improvement	Fully Proficient	Excels/ Role Model
1. Establishes decision points during the production process at which quality is reviewed and assessed.	15	4.20	93.3	7%	67%	27%
2. Proactively identifies skill gaps (personal or team-wide) and recommends training solutions to close them.	15	4.87	100.0	13%	87%	
3. Ensures employees have clear instructions, standards, and resources so work can be completed correctly on the first attempt.	15	4.27	93.3	7%	60%	33%
4. Enhances process flow by making fine adjustments to increase machine output.	15	4.40	86.7	13%	33%	53%
5. Fosters a culture where employees take ownership of process improvements.	15	4.33	93.3	7%	53%	40%

Comments:

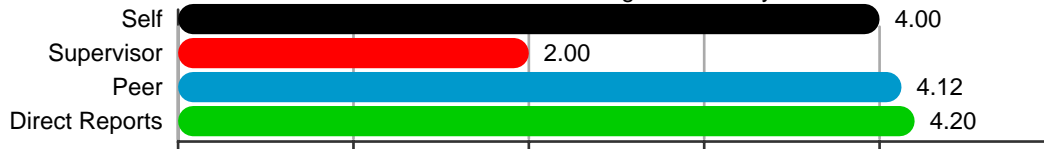
- I think ___ is an excellent addition to the manager team. As a new manager, she seems to be doing a great job!
- She translated the creative thinking into real change and solution that advanced our department.
- When there is not a good fit and outcomes are bad, needs to take action! When this does not happen other employees loose faith.
- I will always be grateful that she made a very unpleasant re-organization experience much less painful for me.
- ___ is very supportive and knows her area of expertise. She is a pleasure to work with.
- I've only had the pleasure of working with ___ for a short while but I have to say she is one of the most helpful people that I've run into at [CompanyName].

Problem Solving

Summary Scores



6. Possesses a broad skill set and toolkit to address different challenges effectively.



7. Adept at conducting an exhaustive Critical Incident interview.



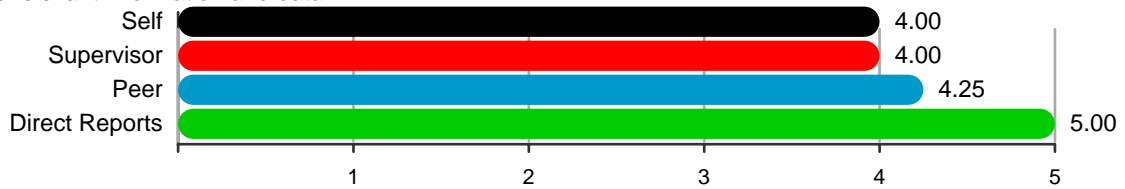
8. Allocates resources strategically to areas with higher risk potential.



9. Develops innovative solutions to problems.



10. Collects relevant information and data.



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).

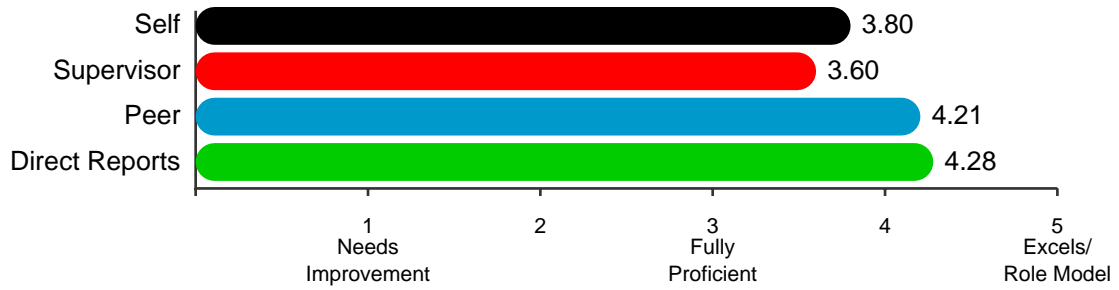
Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
6. Possesses a broad skill set and toolkit to address different challenges effectively.	15	4.00	80.0	7%	13%	53%	27%
7. Adept at conducting an exhaustive Critical Incident interview.	15	4.07	80.0		20%	53%	27%
8. Allocates resources strategically to areas with higher risk potential.	15	4.33	93.3	7%		47%	47%
9. Develops innovative solutions to problems.	15	4.47	93.3	7%		40%	53%
10. Collects relevant information and data.	15	4.47	93.3	7%		40%	53%

Comments:

- I appreciate ___ being open to suggestions, and available when concerns brought to her.
- ___ fully updates the unit and staff on needed information. Her direction and focus are well explained.
- Consistently involves employees in shared decision-making to determine how to achieve outcomes.
- ___ continues to be a wonderful boss and mentor.
- She continually strives for excellence regardless of her role, task at hand, or project she is leading or participating on.
- She make sure the team effort not only succeed on paper.

Objectives

Summary Scores



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



12. Effectively organizes resources and plans



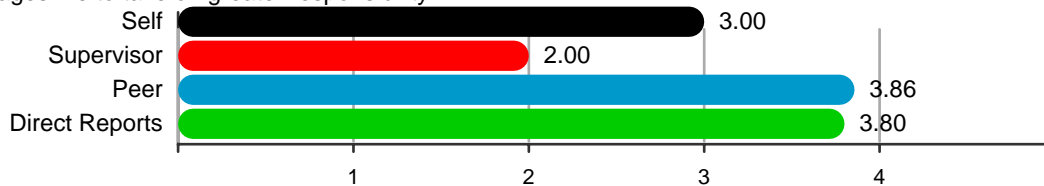
13. Sets long-term and short-term goals.



14. Works toward achieving established goals and objectives.



15. Encourages me to take on greater responsibility.



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).

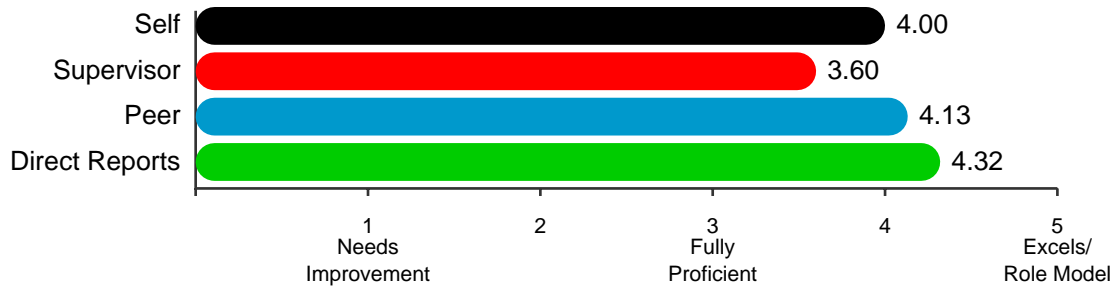
Item	n	Avg	LOA	Needs Improvement	Fully Proficient	Excels/ Role Model
11. Organizes and schedules events, activities, and resources.	15	4.60	100.0	40%	60%	
12. Effectively organizes resources and plans	15	4.27	100.0	73%	27%	
13. Sets long-term and short-term goals.	15	4.33	100.0	67%	33%	
14. Works toward achieving established goals and objectives.	15	3.93	73.3	27%	53%	20%
15. Encourages me to take on greater responsibility.	14	3.64	57.1	14%	29%	36% 21%

Comments:

- Confidence is the only thing I think she needs to improve on.
- She engages the staff and I feel the department is in the best shape it ever has been in.
- ___ has an incredible vision for our organization's strategy and improvement efforts.
- Great year of growth!
- ___ is a valued member of the department.
- ___ knows her team very well and is gaining the same knowledge in regards to her team

Customer Focus

Summary Scores



16. Ensures communication with customers is honest and transparent.



17. Develops strong customer relationships.



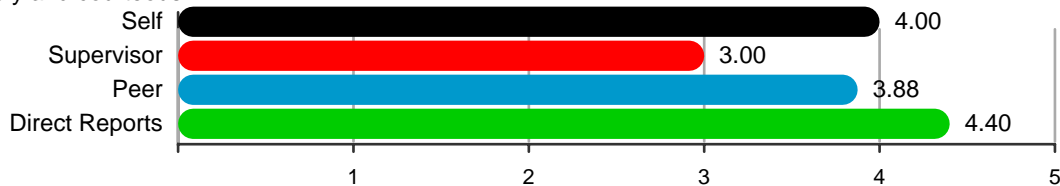
18. Is pro-active in dealing with customers and addressing their needs.



19. Identifies opportunities that will enhance the customer's experience.



20. Is friendly and courteous.



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).

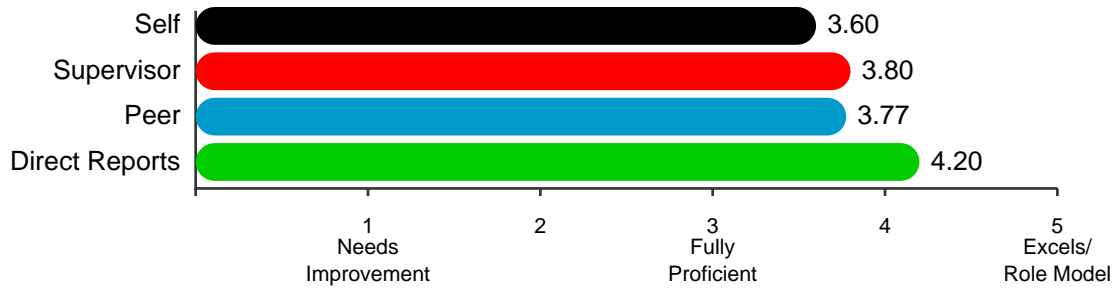
Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
16. Ensures communication with customers is honest and transparent.	15	4.33	86.7	13%		40%	47%
17. Develops strong customer relationships.	15	4.27	93.3	7%		60%	33%
18. Is pro-active in dealing with customers and addressing their needs.	14	4.00	92.9	7%		86%	7%
19. Identifies opportunities that will enhance the customer's experience.	14	4.14	85.7	7%	7%	50%	36%
20. Is friendly and courteous.	15	4.00	66.7	7%	27%	27%	40%

Comments:

- Always available to give us what we need to succeed.
- ___ exemplifies all of the above.
- I have participated in multiple interviews with ___ and she is always clear that the individual selected be one with the right talents- not just skills.
- She completes complex, multi-faceted tasks efficiently and involves essential staff which generates support and positive momentum.
- She is always personally engaged, and seeks to engage others in raising service delivery to our customers, visitors, and to other employees.
- ___ excels in defining outcomes and expectations. She isn't afraid to make difficult decisions and is passionate about placing the right candidate with the right job. She is very effective in her communication. The thing I most appreciate about ___ is her enthusiasm about work, her dedication to teach others, and her passion to improve processes.

Partnering/Networking

Summary Scores



21. Works in tandem with colleagues to pursue common goals and needs.



22. Nurtures partnerships with key individuals in the industry to stay on top of the latest trends and best practices.



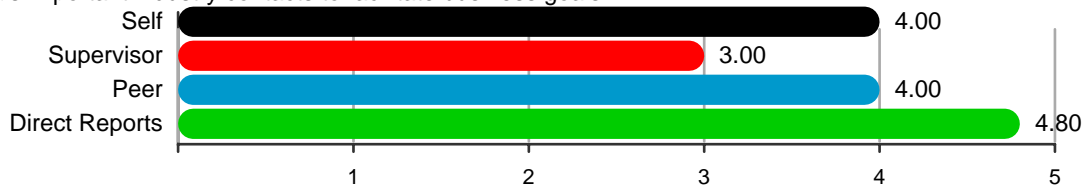
23. Develops partnerships with senior leaders in the company.



24. Seeks to avoid conflicts by clarifying problems early on and working quickly to resolve those issues.



25. Develops important industry contacts to facilitate business goals.



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).

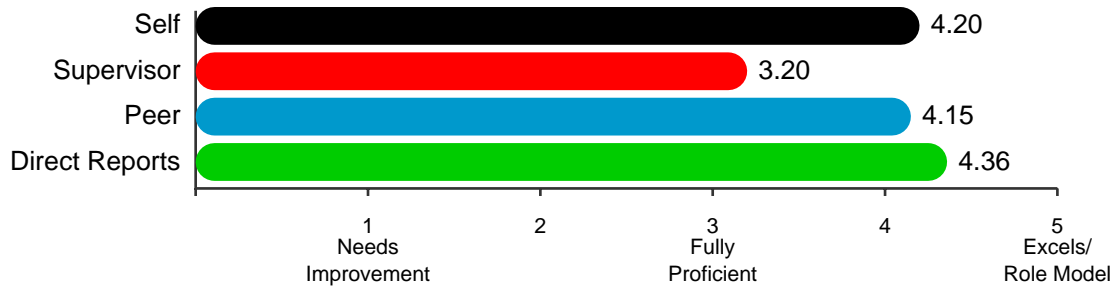
Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
21. Works in tandem with colleagues to pursue common goals and needs.	15	4.00	66.7	13%	20%	20%	47%
22. Nurtures partnerships with key individuals in the industry to stay on top of the latest trends and best practices.	15	3.47	53.3	13%	33%	47%	7%
23. Develops partnerships with senior leaders in the company.	15	3.60	66.7	13%	20%	60%	7%
24. Seeks to avoid conflicts by clarifying problems early on and working quickly to resolve those issues.	15	4.27	86.7	7%	7%	40%	47%
25. Develops important industry contacts to facilitate business goals.	15	4.20	80.0	7%	13%	33%	47%

Comments:

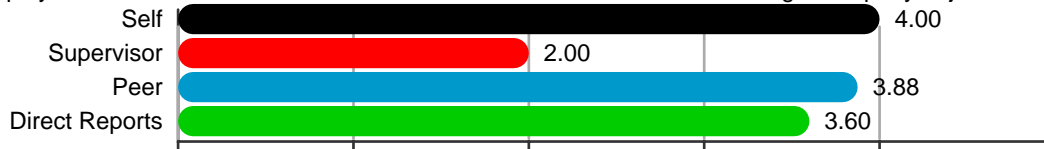
- I have found that ___ takes feedback very well. Perhaps finding a less public/formal setting for alternate sources of feedback and ideas for improvement.
- ___ is an experienced manager whom I believe due to previous leadership and transitions in the department has not been able to fully manage the department independently. What I value about ___ is that she is very supportive and allows me to work autonomously and yet she is available whenever I need her assistance.
- ___ is excellent about offering support if needed but she also allows us to work and she does not micro manage.
- ___ listens to employees ideas and concerns and address the issues right away.
- She provided coaching and support to improve this individual's performance.
- I think ___ works really hard to engage with everyone of us.

Strategic Focus

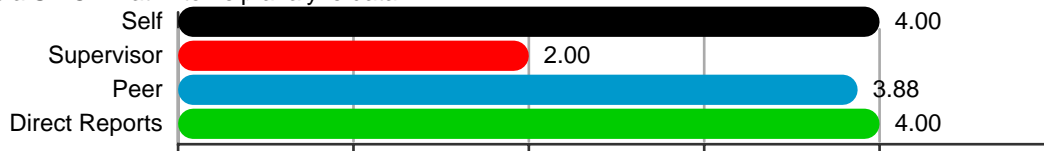
Summary Scores



26. Lets employees know how their roles contribute toward the achievement of strategic company objectives.



27. Creates a SWOT matrix to help analyze data.



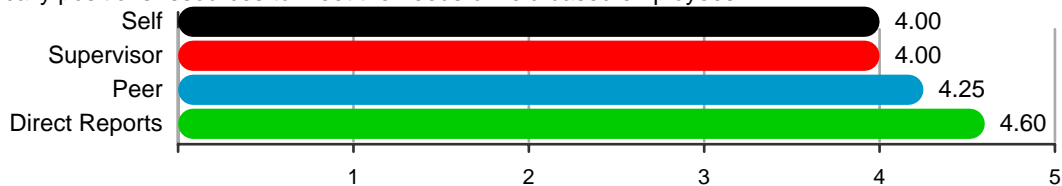
28. Effectively translates strategy into operational decisions.



29. Mobilizes change through executive leadership to implement corporate strategies.



30. Strategically positions resources to meet the needs of field based employees.



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. Lets employees know how their roles contribute toward the achievement of strategic company objectives.	15	3.67	66.7	20%	13%	47%		20%
27. Creates a SWOT matrix to help analyze data.	15	3.80	73.3	20%	7%	47%		27%
28. Effectively translates strategy into operational decisions.	15	4.33	86.7	13%		40%		47%
29. Mobilizes change through executive leadership to implement corporate strategies.	15	4.67	100.0			33%		67%
30. Strategically positions resources to meet the needs of field based employees.	15	4.33	100.0			67%		33%

Comments:

- I do not always receive constructive criticism. Constructive criticism helps me grow as an effective team member.
- She was wonderful to work with, and I have a great deal of confidence and trust in her as a professional, a leader, and a colleague.
- Her communication is precise and at times short when some would prefer a greater detailed account.
- There have been hires and rehires of employees that have not worked out well. Not all of this is her fault, but some signs were there. The employees that needed to be remediated or removed have lingered. We needed to start documenting poor behavior and performance long ago to have corrective action taken and employees removed in a timely manner. Some have been removed now, but others are still working and are not up to the job. The associate manager's have a whole lot to do with this, and changes have been made there recently. That is a VERY good thing and has been beneficial to the unit.
- Has the experience needed.
- She makes sure we work together as a manager team when it comes to the Fleet scheduling.

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?

- ___ handles every situation in a professional manner and she responds promptly to requests.
- ___ sets high standards for her team and ensures they perform professionally.
- ___ has stepped in to deal with the situation and resolve the concern. One area for growth is in the financial area.
- ___ has a strong work ethic and is consistently working with the mindset that customers come first.
- I truly enjoy working with ___. She is a great worker who is clear in her direction/expectations and provides valuable insight when asked. I have worked with her on several conceptual projects and she has been a valued team member every time.
- She is passionate about providing the services necessary to meet the needs of our organization.

What do you like best about working with this individual?

- One of the best supervisors that I have had.
- She encourages staff skill development and input to improve department processes
- I believe she is a great asset to [CompanyName] and she has grown quickly in a short period of time.
- ___ provides the appropriate amount of direction without being too hands-off or overbearing.
- I know that ___ cares about me as a total individual not just as a professional.
- You can count on ___ to give you the most honest feedback even if it is information you may not want to hear.

What do you like least about working with this individual?

- ___ hires and retains performance oriented employees who are good listeners and collaborative in their approach helps guarantee our continuous improvement.
- ___ 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.
- Although I have only reported to ___ for a couple of months, the quality of my work life" has improved greatly.
- Sometimes work is pushed forward when she doesn't understand underlying issues and work needed.
- ___ demonstrates a high level of integrity by maintaining appropriate confidentiality while working on staff and operational issues.
- ___ has done a great job clarifying roles on her team and leading them by example and hard work as well.

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

- She recognized where I needed help and supported me in making the case to get it.
- ___ is a great leader. Her team has been through a lot of change. ___ is focused on building her team and helping them through the change.
- ___ is a strategic thinker - able to understand what result the organization is trying to achieve and how to achieve those results.
- ___ is able to problem solve very well.
- Over the years, the department has done very good work and contributed a great deal to both capital and non-capital projects.
- ___ is very involved with her team and any process change which I think helps the team change their process more effectively. I keep trying to copy her style.

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

- ___ is very approachable and always willing to listen.
- I have found ___ to be very competent and professional. She delivers when and what she says she will and her work is always complete and accurate.
- ___ makes a concerted effort to ensure that the right people are in the right jobs.
- ___ 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 could be more challenging at times with teammates and deliver critical feedback when necessary.
- Please know that stress can occasionally slow down progress.

Any final comments?

- ___ handles every situation in a professional manner and she responds promptly to requests.
- She not only takes opportunities to develop herself professionally, but also supports her staff's development, too.
- ___ has superb technical experience. I think she should take more advantage of department meetings to brief the team on her priorities and initiatives.
- ___ is a definite asset to the organization. She is a creative thinker and a strong leader.
- I feel as though I have a shared decision making relationship with ___ which makes me feel valued. She supports me and values my opinion.
- ___ works to hire only the best and encourages us to that same standard. We are all learning about outcomes and ___ is able to tie it into our work so it makes sense. She is very system and data driven and continually striving to get us looking for Core Competency ways of working and collaborating.