



Feedback Results  
Your CompanyName Here  
2025

Sample Employee

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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.

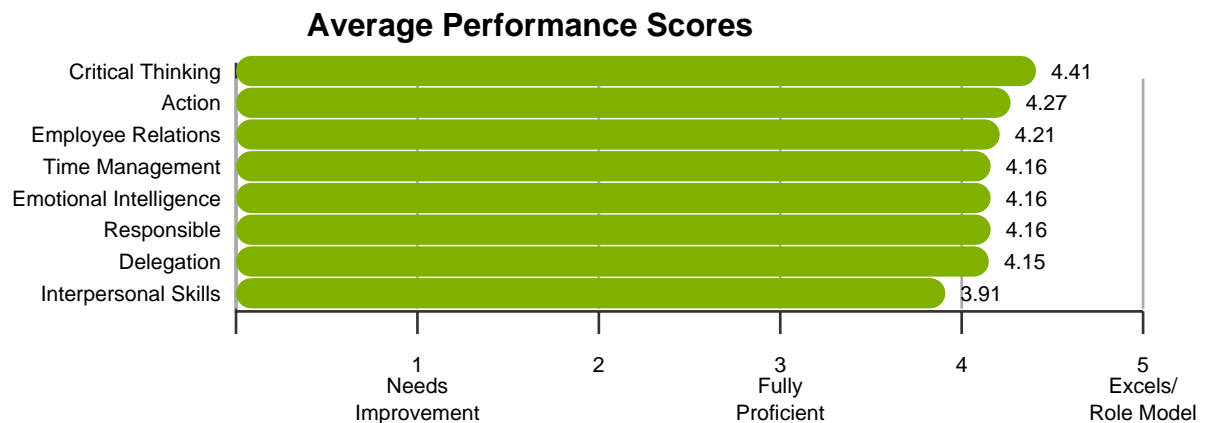
## What to Do with Your Feedback

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

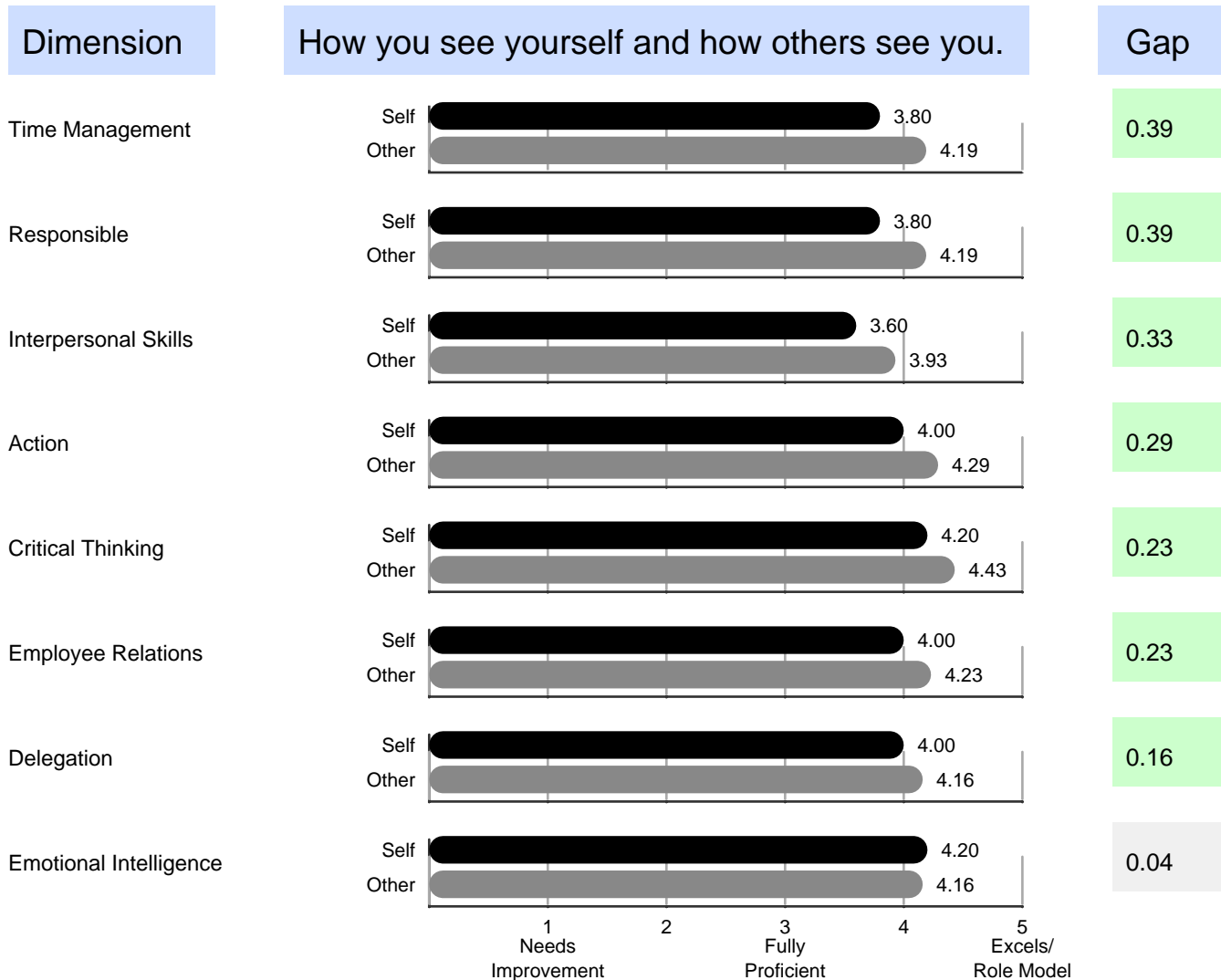
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 8 major dimensions of leadership.

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.



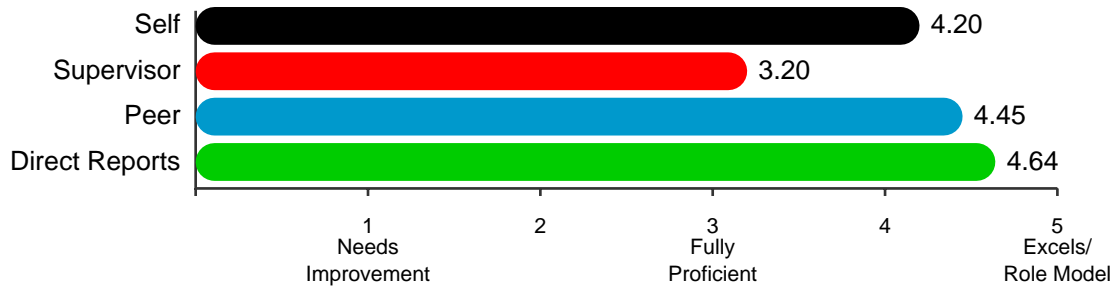
## Gap Analysis

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.



# Critical Thinking

## Summary Scores



1. Applies structured analysis to distill complex information into clear, actionable insights.



2. Demonstrates a willingness to revise conclusions in light of credible counterarguments.



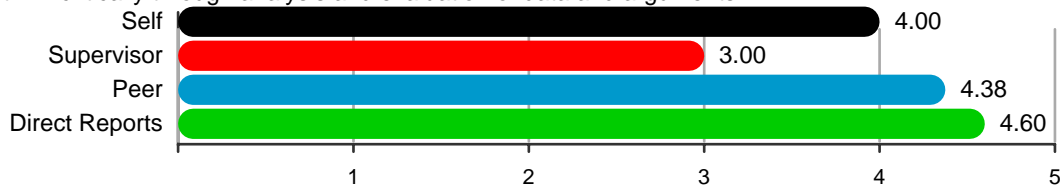
3. Engages in ongoing reflection to improve analytical rigor and judgment.



4. Gathers clear, comprehensive, and relevant information to support sound judgment.



5. Able to think critically through analysis and evaluation of data and arguments.



## 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).

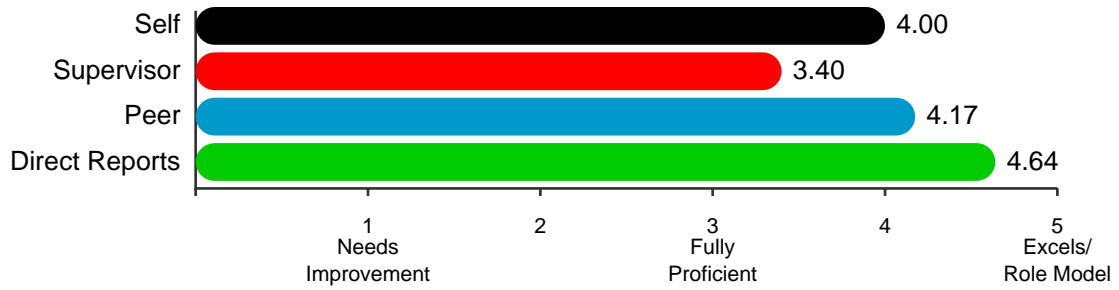
Item	n	Avg	LOA	Needs Improvement	Fully Proficient	Excels/ Role Model
1. Applies structured analysis to distill complex information into clear, actionable insights.	15	4.20	93.3	7%	67%	27%
2. Demonstrates a willingness to revise conclusions in light of credible counterarguments.	15	4.87	100.0	13%	87%	
3. Engages in ongoing reflection to improve analytical rigor and judgment.	15	4.27	93.3	7%	60%	33%
4. Gathers clear, comprehensive, and relevant information to support sound judgment.	15	4.40	86.7	13%	33%	53%
5. Able to think critically through analysis and evaluation of data and arguments.	15	4.33	93.3	7%	53%	40%

### Comments:

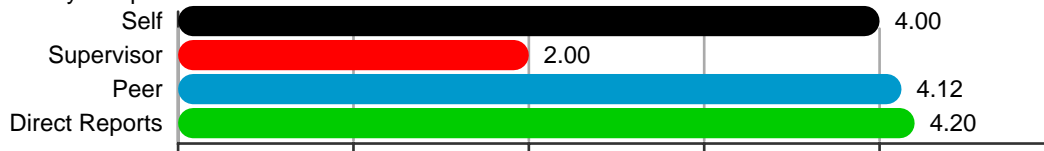
- He does a great job of ensuring that we keep our home and work life in balance and always offers to help in any way.
- I have felt his support since the minute I came to [CompanyName] and appreciate his more every day.
- When in need, he picks the appropriate person to conquer a task, project, initiative or strategy.
- \_\_\_\_\_ is dedicated, putting in long days and long hours and is accessible to both staff and his leadership team by phone or email.
- \_\_\_\_\_ is a great team member who cares about his team, the quality of his work, and the organization.
- He is smart, quick, compassionate, and thorough.

# Action

## Summary Scores



### 6. Ensures timely completion of tasks.



### 7. Takes action in critical situations.



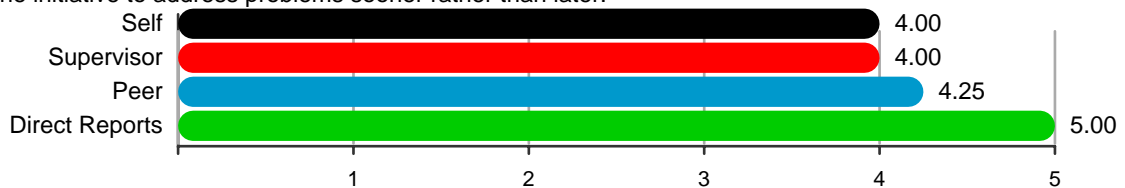
### 8. Rapidly adapts to changes in the situation.



### 9. Leverages skills and resources to exceed performance expectations.



### 10. Takes the initiative to address problems sooner rather than later.



## Level of Skill

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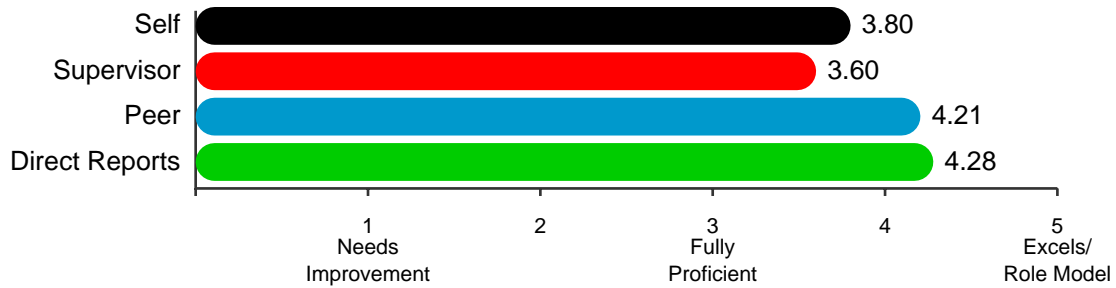
Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
6. Ensures timely completion of tasks.	15	4.00	80.0	7%	13%	53%	27%
7. Takes action in critical situations.	15	4.07	80.0		20%	53%	27%
8. Rapidly adapts to changes in the situation.	15	4.33	93.3	7%		47%	47%
9. Leverages skills and resources to exceed performance expectations.	15	4.47	93.3	7%		40%	53%
10. Takes the initiative to address problems sooner rather than later.	15	4.47	93.3	7%		40%	53%

### Comments:

- \_\_\_\_\_ is a new manager he has done a wonderful job, he is still in a learning curve and is still in the process of learning this role
- Everyone who works with \_\_\_\_\_ knows he's results-oriented and has amazing insights into human behavior and its motivations.
- \_\_\_\_\_ is very good at recognizing the strengths of his staff and allowing each to do his/her assigned duties without trying to micromanage. I think this leads to the staff feeling that \_\_\_\_\_ respects their abilities and contributions to the department.
- \_\_\_\_\_ has a great strength in process improvement-maybe even more than people around him realize. He has kind of a quiet strength in this area.
- He has made improvements in organizing my time and meeting deadlines. However, he still sometimes gets bogged down in process and needs to just make decisions.
- He has been very effective out in the community and my contacts there have really appreciated his work with the Chamber and Rotary.

# Time Management

## Summary Scores



### 11. Performs high-impact work first.



### 12. Sets a good balance between work and family life.



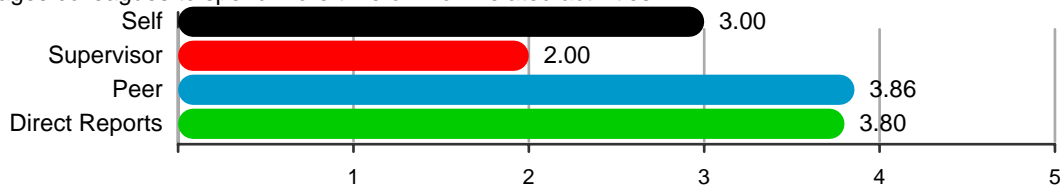
### 13. Orders tasks based on impact and urgency.



### 14. Delegates simple tasks to employees so the manager can focus on more complex tasks.



### 15. Encourages colleagues to spend more time on work related activities.



## Level of Skill

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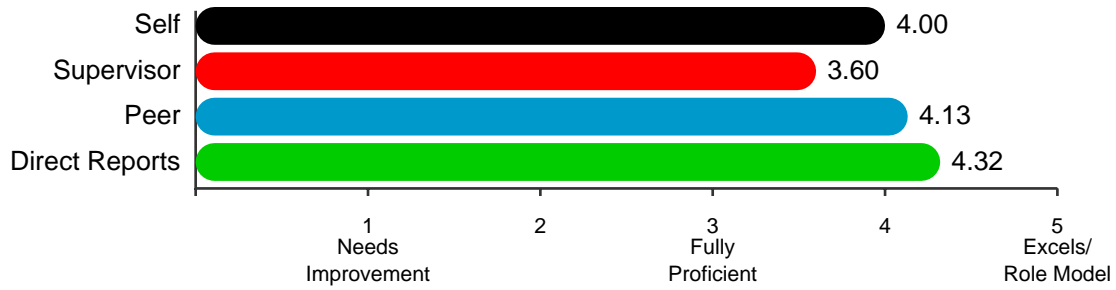
Item	n	Avg	LOA	Needs Improvement	Fully Proficient	Excels/ Role Model
11. Performs high-impact work first.	15	4.60	100.0	40%	60%	
12. Sets a good balance between work and family life.	15	4.27	100.0	73%	27%	
13. Orders tasks based on impact and urgency.	15	4.33	100.0	67%	33%	
14. Delegates simple tasks to employees so the manager can focus on more complex tasks.	15	3.93	73.3	27%	53%	20%
15. Encourages colleagues to spend more time on work related activities.	14	3.64	57.1	14%	29%	36% 21%

### Comments:

- \_\_\_\_\_ is a strong advocate for both the customer and staff.
- He includes appropriate people in his decisions and follows through on decisions made.
- \_\_\_\_\_ has always made himself available to help out in the department as needed, even willing to be there on weekends!
- \_\_\_\_\_ has nothing but [CompanyName]'s best interest at heart.
- The employees in the department have also raised concerns about new projects being assigned without concern for how the increase in work will effect other existing projects -- or how they should be prioritized.
- \_\_\_\_\_ has clear and high, very high expectations for everyone, and practices what he preaches creating an atmosphere of continuous growth.

# Delegation

## Summary Scores



16. Welcomes the participation of talented subordinates.



17. Communicates trust in employees' judgment, reinforcing ownership and accountability.



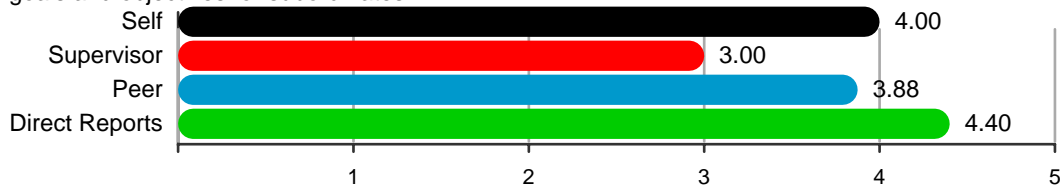
18. Offers tools, training, and any additional guidance as needed.



19. Outlines what "job done well" looks like, including quality standards and performance indicators.



20. Defines goals and objectives for subordinates.



## Level of Skill

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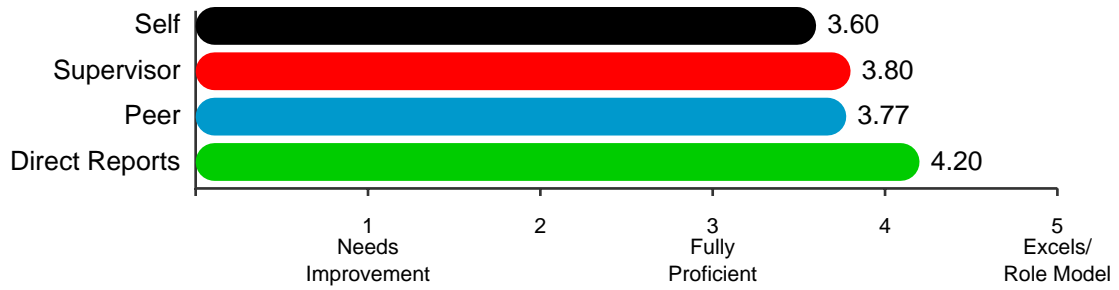
Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
16. Welcomes the participation of talented subordinates.	15	4.33	86.7	13%	40%	47%	
17. Communicates trust in employees' judgment, reinforcing ownership and accountability.	15	4.27	93.3	7%	60%	33%	
18. Offers tools, training, and any additional guidance as needed.	14	4.00	92.9	7%	86%	7%	
19. Outlines what "job done well" looks like, including quality standards and performance indicators.	14	4.14	85.7	7%	7%	50%	36%
20. Defines goals and objectives for subordinates.	15	4.00	66.7	7%	27%	27%	40%

### Comments:

- He has learned at a very quick pace, and is both supportive and clear in his intentions to make department not only the place where staff desire to work, but where customers receive exceptional service.
- he continues to make improvements in core competencies.
- \_\_\_\_\_ has great communication skills and is a dependable member of the team.
- I feel \_\_\_\_\_ always has the customer's best interest at heart.
- I am very thankful for all the opportunities he has provided me and I have grown in my development under his guidance. A real asset to the organization.
- His focus is for quality that is customer centered.

# Interpersonal Skills

## Summary Scores



### 21. Adapts management style to meet the needs of the individual or situation.



### 22. Communicates well at all levels of the organization.



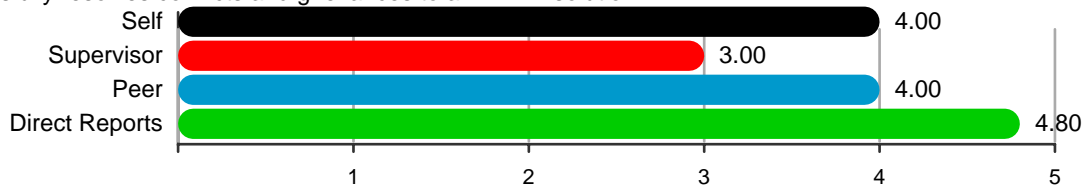
### 23. Considers the other individual's point of view.



### 24. Respects other members of the team/department.



### 25. Successfully resolves conflicts and grievances to a win-win solution.



### Level of Skill

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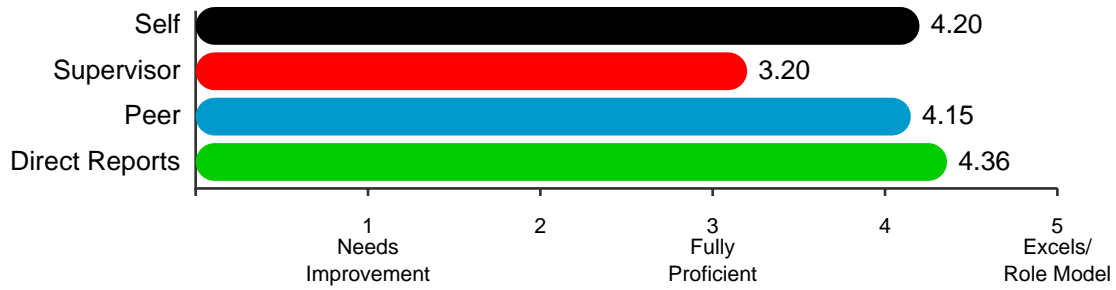
Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
21. Adapts management style to meet the needs of the individual or situation.	15	4.00	66.7	13%	20%	20%	47%
22. Communicates well at all levels of the organization.	15	3.47	53.3	13%	33%	47%	7%
23. Considers the other individual's point of view.	15	3.60	66.7	13%	20%	60%	7%
24. Respects other members of the team/department.	15	4.27	86.7	7%	7%	40%	47%
25. Successfully resolves conflicts and grievances to a win-win solution.	15	4.20	80.0	7%	13%	33%	47%

Comments:

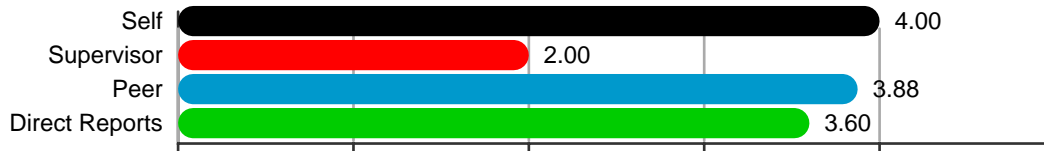
- Overall, \_\_\_\_\_ is an inspiring and energetic leader for our department. It's a big reason why I wanted to join his team last year! He also has demonstrated awareness of knowing when changes are necessary within the department.
- Detail oriented
- Large diverse group of staff that requires a lot of patience and communication. I believe that I do this very well. Exceeded budget expectations during last fiscal year by approximately a large amount.
- At times I feel that \_\_\_\_\_ presents things in meetings that he's not well versed in. I would encourage him to be very familiar with the items he's presenting as his credibility, at times, suffers when he attempts to address something in meetings in his area that he's not well versed in.
- He encourages individual and professional improvement and provides educational opportunities.
- \_\_\_\_\_ is someone I feel I can talk to about any problem or situation and I value his opinion.

# Emotional Intelligence

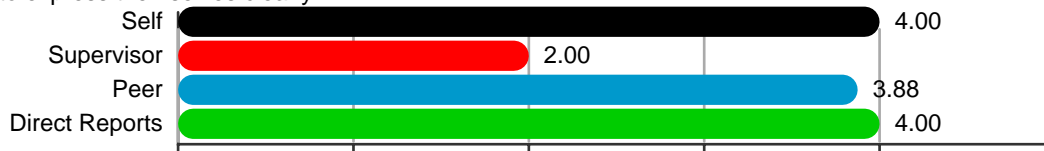
## Summary Scores



26. Is able to control their own emotions.



27. Is able to express themselves clearly.



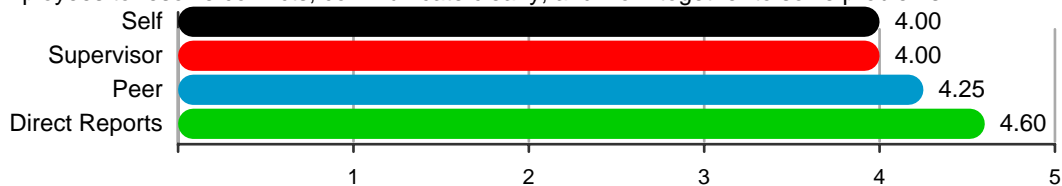
28. Is attentive to emotional cues and interprets others' feelings correctly.



29. Accurately perceives the emotional reactions of others.



30. Helps employees to resolve conflicts, communicate clearly, and work together to solve problems.



## 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).

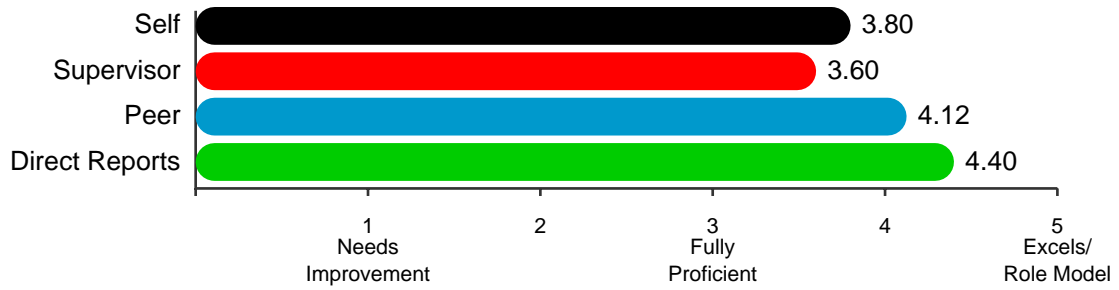
Item	n	Avg	LOA	Needs Improvement		Fully Proficient		Excels/ Role Model
26. Is able to control their own emotions.	15	3.67	66.7	20%	13%	47%		20%
27. Is able to express themselves clearly.	15	3.80	73.3	20%	7%	47%		27%
28. Is attentive to emotional cues and interprets others' feelings correctly.	15	4.33	86.7	13%		40%		47%
29. Accurately perceives the emotional reactions of others.	15	4.67	100.0			33%		67%
30. Helps employees to resolve conflicts, communicate clearly, and work together to solve problems.	15	4.33	100.0			67%		33%

### Comments:

- He has high expectations of us as staff and of our volunteer team so that we are providing exceptional experiences every time.
- He has grown as a manager in the last few months and it shows.
- When there is not a good fit and outcomes are bad, needs to take action! When this does not happen other employees loose faith.
- He has incredible strengths in most of these areas. I think high organizational uncertainty and change has contributed to making it difficult to clearly defining outcomes and expectations.
- \_\_\_\_\_ is a very clear communicator. He approaches challenges in a collaborative format and is very open to looking at different approaches to achieve common goals. He engages his team in decisions and also encourages cross departmental communication.
- \_\_\_\_\_ encourages collaboration between departments. He has done a great job leading our monthly supervisor/manager meetings.

# Responsible

## Summary Scores



### 31. Sets a good example



### 32. Holds herself / himself accountable to goals / objectives



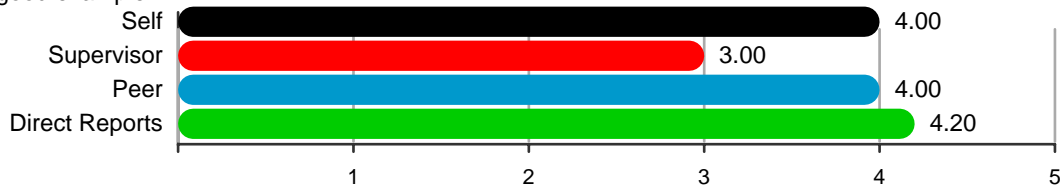
### 33. Responsible for setting the vision of the department.



### 34. Is a person you can trust.



### 35. Sets a good example.



## 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).

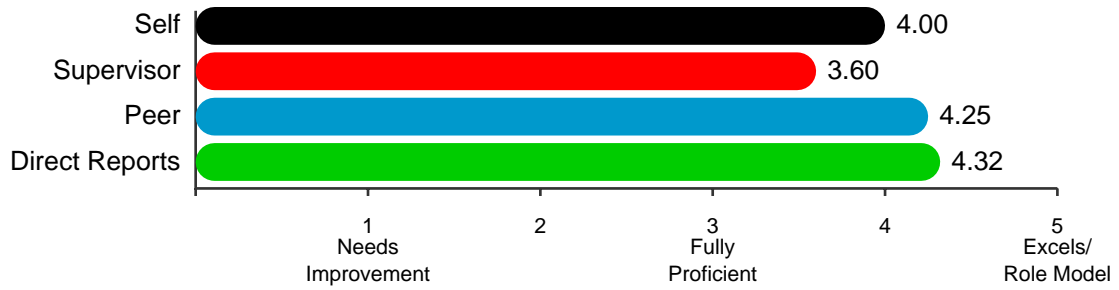
Item	n	Avg	LOA	Needs Improvement	Fully Proficient	Excels/ Role Model
31. Sets a good example	15	4.07	80.0	20%	53%	27%
32. Holds herself / himself accountable to goals / objectives	15	4.47	100.0		53%	47%
33. Responsible for setting the vision of the department.	15	4.13	80.0	20%	47%	33%
34. Is a person you can trust.	15	4.13	86.7	13%	60%	27%
35. Sets a good example.	15	4.00	80.0	20%	60%	20%

### Comments:

- \_\_\_\_\_ demonstrates respect, a calm personality and technical expertise that make him a role model for others in the organization.
- \_\_\_\_\_ has transitioned into the interim role with ease. . .it seems to have been a smooth transition for staff as well.
- \_\_\_\_\_ has improved in all of the areas identified as needing improvement. However staff report that he can still be difficult at times.
- I believe he would be well-served by spending a little more time on the product in his areas of responsibility.
- \_\_\_\_\_ has continued to have some bumps this year along the lines of teamwork and collaboration.
- Having very minimum one-on-one discussion.

# Employee Relations

## Summary Scores



36. Evaluates employee performance fairly.



37. Proactively seeks employee feedback on the effectiveness of company leadership and explores opportunities for leadership to enhance support.



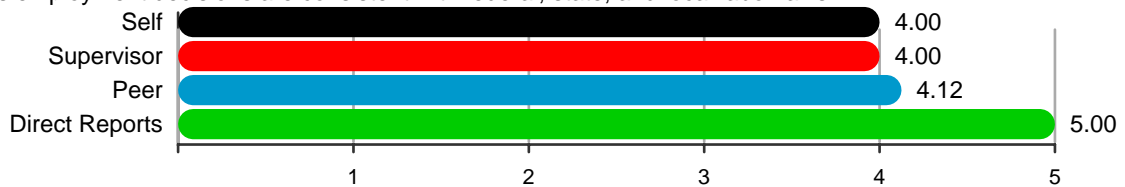
38. Is committed to treating employees fairly.



39. Works with employees toward the same goals.



40. Ensures employment decisions are consistent with federal, state, and local labor laws.



## 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
36. Evaluates employee performance fairly.	15	4.33	100.0			67%		33%
37. Proactively seeks employee feedback on the effectiveness of company leadership and explores opportunities for leadership to enhance support.	15	3.93	80.0	13%	7%	53%		27%
38. Is committed to treating employees fairly.	15	4.27	86.7	13%		47%		40%
39. Works with employees toward the same goals.	15	4.13	86.7	13%		60%		27%
40. Ensures employment decisions are consistent with federal, state, and local labor laws.	15	4.40	93.3	7%		47%		47%

### Comments:

- \_\_\_\_\_ is a role model of a leader and I feel privileged to have \_\_\_\_\_ as a leader and a mentor.
- \_\_\_\_\_ does an amazing job of keeping us well informed of changes, and consistently asking us if we understand our roles and responsibilities and if there is anything we need to fulfill our position.
- \_\_\_\_\_ is excellent about offering support if needed but he also allows us to work and he does not micro manage.
- Participates in training to learn Core Competency processes.
- His recent coaching helped me work through something that had been challenging and disappointing me for months, and I was able to make the breakthrough I believe he was looking for.
- I think that \_\_\_\_\_ is making good strides in setting expectations through clear communication.

## 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?

- The staff are so energetic and encouraging of each other. They all look out for each other in each unit and appreciate all of their team mates.
- 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.
- He is very supportive and easily approachable.
- Timely follow through.
- \_\_\_\_\_ works at maintaining good communication with all staff by engaging in operations through informal and formal meetings with staff. This helps in understanding the needs of our lab while developing teamwork within our system. He also regularly meets with the technical specialist and supervisors to review department operations review the direction the department is taking and help with prioritization and support of department needs and projects.
- His leadership skills make me jealous and consider him a mentor on how I would want to be in that position

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

- I have participated in multiple interviews with \_\_\_\_\_ and he is always clear that the individual selected be one with the right talents- not just skills.
- \_\_\_\_\_ is a knowledgeable professional committed to improvement and quality. \_\_\_\_\_ shows his expertise in meetings and conversations, is helpful and solves problems effectively.
- \_\_\_\_\_ is great to work with. I really feel like I am a valued member of his team. He values what I have to say and really listens.
- \_\_\_\_\_ pulls from the strengths of each of his staff. He utilizes them to the benefit of the department and to empower his employees to stay engaged and feel valued.
- \_\_\_\_\_ is a pleasure to work with; he is a valued resource and is constantly seeking to improve our operations.
- \_\_\_\_\_ Communicated well with his staff, as we define our new roles \_\_\_\_\_ is always there to give us direction.

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

- He is a natural and perfect fit for the CFO position.
- \_\_\_\_\_ has been a strong leader at [CompanyName] for many years, and he will be missed.
- Demonstrates a focus on the business goals through task prioritization.
- \_\_\_\_\_ has shown tremendous leadership. Always approachable and encourages his staff to provide feedback to better the organization.
- He solicits input and involves front line staff in his everyday work and is admired for his holistic, humble view.
- I honestly cannot think of of anything to recommend that would help him to improve at this point.

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

- Our desire to improve loss rates has been encouraged and supported by \_\_\_\_\_.
- \_\_\_\_\_'s priority is our customers and community.
- \_\_\_\_\_ listens to employees ideas and concerns and address the issues right away.
- As \_\_\_\_\_ gets to know more leaders and staff, he will gain better insight on strengths and challenges presented by departments asking for help. It's just a matter of time and getting to know people.
- \_\_\_\_\_ is very friendly and expresses genuine care for the staff when he is present.
- He cares deeply for what he does and it shows.

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

- He is very knowledgeable and is always willing to lend a helping hand!
- He is able to see the bigger picture and helps others to look past the present and how we can change the future.
- He makes sound decisions and is a great role model in communication, teamwork, and engagement.
- With his strengths as a specialist, he guides and allows for good collaborative discussion keeping the customer at the center.
- He recognized where I needed help and supported me in making the case to get it.
- He often uses lengthy power points distributed at the last minute which is not effective. Focus more on outlines and conversation that allow for time to give thoughtful consideration and feedback.

### Any final comments?

- \_\_\_\_\_ is excellent in involving us in policy and procedure decisions. He is also very good at working with other departments to clarify procedures and expectations.
- 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).
- \_\_\_\_\_ is the consummate professional and pleasure to work with.
- Your initiative influences others in a positive way.
- Always steps up if help is needed.
- He is an incredibly supportive mentor and is committed to his Vice Presidents and their success.