



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.

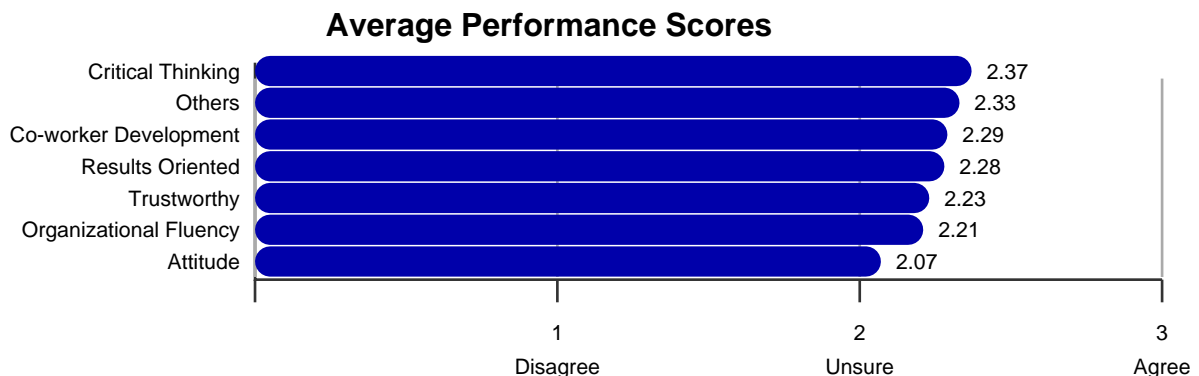
## What to Do with Your Feedback

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 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.



# Critical Thinking

## Definition:

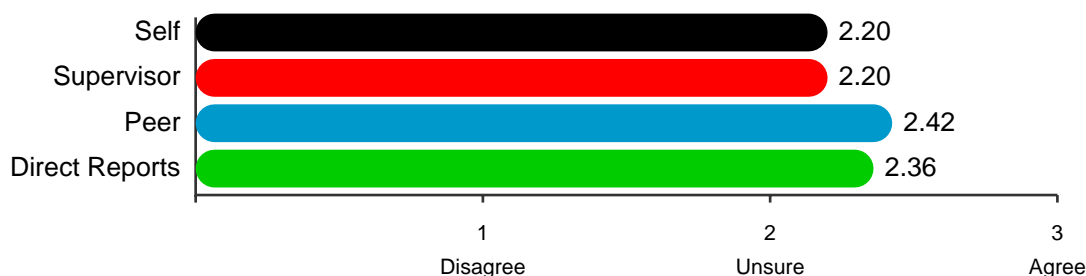
Critical thinking is the disciplined process of collecting, categorizing, and evaluating data and arguments to arrive at sound judgments and actionable insights. It involves ongoing reflection and self-awareness to refine analytical rigor, while remaining open to diverse perspectives, alternative explanations, and expert claims. Through targeted observation, structured analysis, and comparative evaluation, critical thinkers interpret data accurately, distinguish between fact and opinion, and build logical inferences that connect evidence to outcomes. Ultimately, critical thinking supports adaptive decision-making by recognizing when context shifts, integrating lessons learned, and adjusting approaches to ensure relevance and impact.

## Why this is Important:

Critical thinking is essential for organizations because it enables teams to make sound, evidence-based decisions in complex and rapidly changing environments. When employees apply disciplined inquiry, structured analysis, and comparative evaluation, they generate insights that are both actionable and aligned with strategic goals. Reflection, openness to diverse perspectives, and accurate interpretation of data help organizations avoid costly missteps, adapt to emerging risks, and continuously improve. Ultimately, critical thinking fosters a culture of transparency, accountability, and innovation—where decisions are not just made, but made wisely.

## Summary Scores:

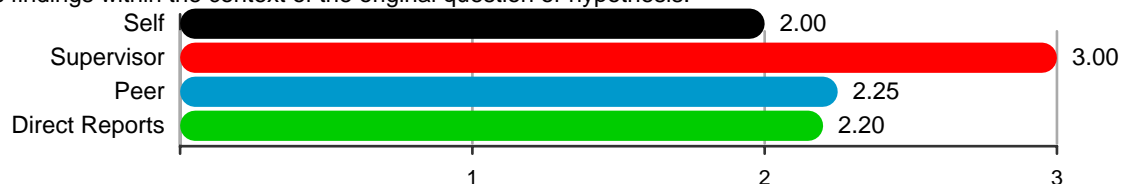
The summary scores shown here are an average of each of the items in this competency.



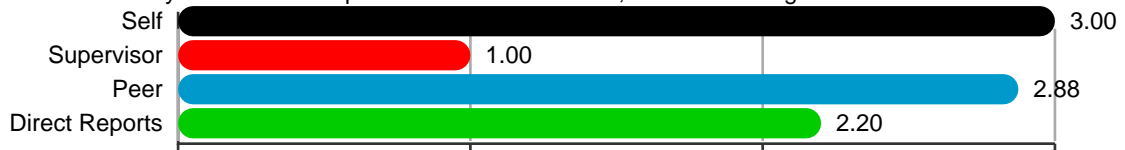
## Scores on Each Item:

The scores for each of the items in this competency are shown below.

### 1. Frames findings within the context of the original question or hypothesis.



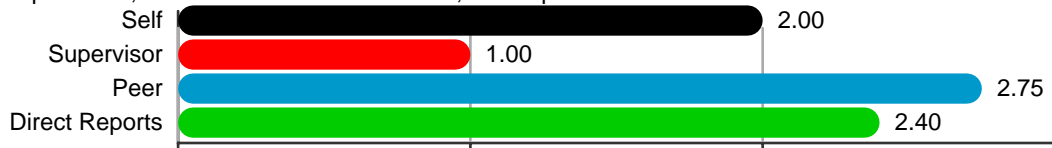
2. Applies structured analysis to distill complex information into clear, actionable insights.



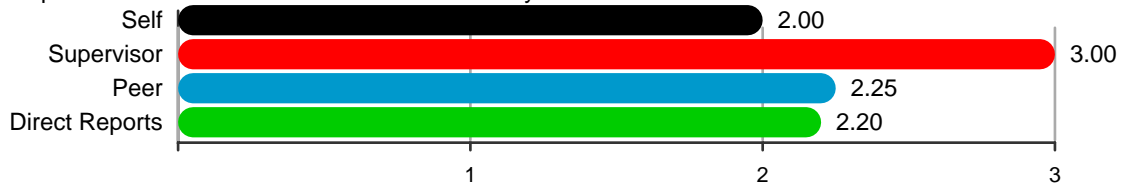
3. Evaluates data against expectations to surface gaps, inconsistencies, or opportunities.



4. Confronts problems, decides on a course of action, and implements the correct solutions.



5. Draws comparisons between different data sets to identify similarities and differences.



## 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 (Disagree) to green (Agree).

Item	n	Avg	LOA	Response Distribution		
				Disagree 1 1	Unsure 2 2	Agree 3 3
1. Frames findings within the context of the original question or hypothesis.	15	2.27	33.3	7%	60%	33%
2. Applies structured analysis to distill complex information into clear, actionable insights.	15	2.53	73.3	20%	7%	73%
3. Evaluates data against expectations to surface gaps, inconsistencies, or opportunities.	15	2.33	40.0	7%	53%	40%
4. Confronts problems, decides on a course of action, and implements the correct solutions.	15	2.47	53.3	7%	40%	53%
5. Draws comparisons between different data sets to identify similarities and differences.	15	2.27	40.0	13%	47%	40%

### Comments:

- Look up collaboration and you'll find \_\_\_'s picture beside the word.
- She routinely demonstrates professionalism and her priority for service which is a model example for others.
- She has hired good people, and developed strong relationship's with finance.
- \_\_\_ is a good leader and delegates effectively. She provides clear expectations and deadlines and adequate support to complete tasks.
- \_\_\_ always provides supportive comments and input to arrive at team decisions that are in the best interest of the customer and [CompanyName]. A recent example of this is the agreements renegotiation and cost saving plan.
- \_\_\_ has built relationships with some outside vendors that have been difficult to operationalize because the team was not involved in the decision, nor do they fully understand why we are using them.

# Results Oriented

**Definition:**

Results Orientation is an attitude of focusing on achieving results. Facilitated by a combination of job skills and personal attributes, individuals must set and prioritize goals, plan actions while remaining flexible to change as the situation changes.

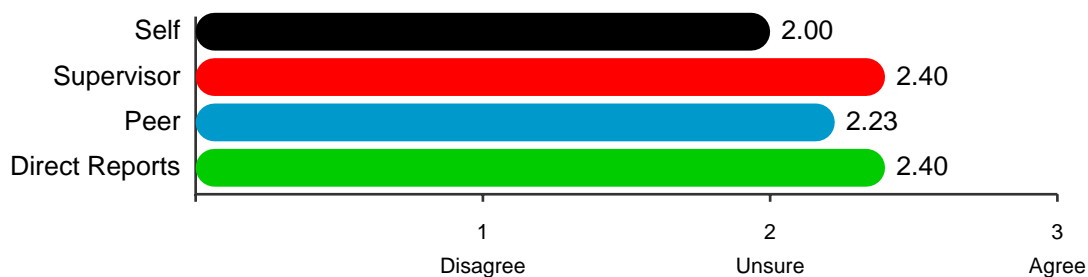
Stays focused on the task, avoid distractions and overcoming obstacles. These individuals are highly motivated and prefer to take action.

**Why this is Important:**

Results oriented individuals are leaders having impact on the organization setting the standard by which others are measured. Achieving results is a critical function of organizations. Individuals with a results orientation help focus the direction of other employees toward a common goal, create innovative solutions to problems, increase production through efficiencies and improve the department and organization.

**Summary Scores:**

The summary scores shown here are an average of each of the items in this competency.



**Scores on Each Item:**

The scores for each of the items in this competency are shown below.

**6. Views obstacles as opportunities to improve self.**



**7. Flexible and willing to change the strategy to better achieve the objectives.**



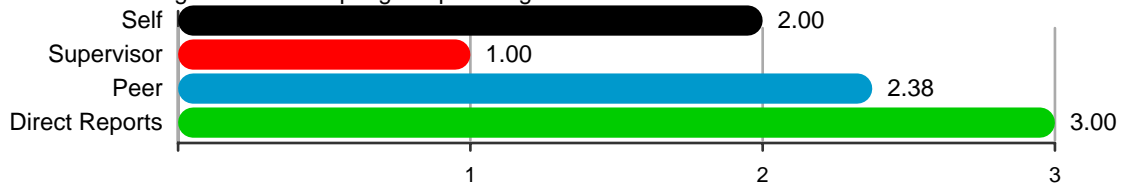
8. Seeks out stretch assignments to challenge personal and team capabilities.



9. Streamlines procedures when legacy methods hinder progress.



10. Maintains focus on end goals while adapting the path to get there.



### 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 (Disagree) to green (Agree).

Item	n	Avg	LOA	Disagree 1 1	Unsure 2 2	Agree 3 3
6. Views obstacles as opportunities to improve self.	15	2.13	33.3	20%	47%	33%
7. Flexible and willing to change the strategy to better achieve the objectives.	15	2.07	26.7	20%	53%	27%
8. Seeks out stretch assignments to challenge personal and team capabilities.	15	2.33	40.0	7%	53%	40%
9. Streamlines procedures when legacy methods hinder progress.	15	2.40	53.3	13%	33%	53%
10. Maintains focus on end goals while adapting the path to get there.	15	2.47	60.0	13%	27%	60%

### Comments:

- I feel she has my back and empowers me to make decisions in her absence ensuring she will have my back.
- I believe she is a great asset to [CompanyName] and she has grown quickly in a short period of time.
- \_\_\_ strives to be professional with each and every interaction and I think inspires confidence.
- In one word I can summarize \_\_\_ in leadership skill. WOW!
- \_\_\_ is very detailed and has developed the ability to continually use data and the facts to support any process change or to celebrate the division successes. The division has seen a lot of transition and throughout this transition she has maintained an open line of communication and remained available to staff who have voiced concerns.
- She always has a positive approach and feedback on tasks at hand and our work. I am inspired by her attitude, its contagious!!

# Trustworthy

**Definition:**

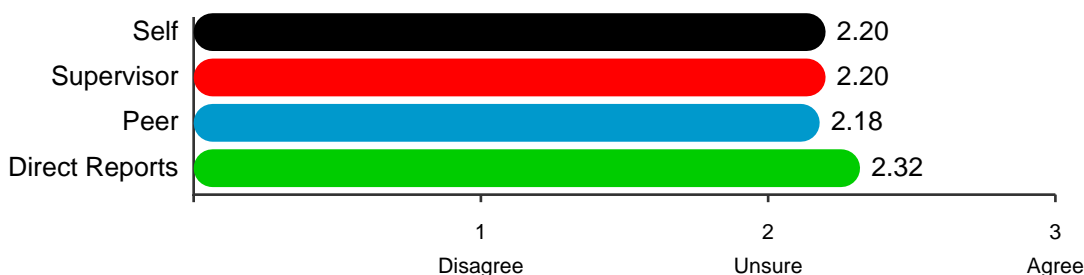
Is trusted by others. Builds and maintains trust with others. Is open and honest.

**Why this is Important:**

This is a critical skill set for achieving success in business by allowing you to provide solutions that are tailored to their specific challenges. This proactive approach can lead to increased customer and employee satisfaction and loyalty. This fosters a positive work environment allowing employees to feel more secure and valued in the organization.

**Summary Scores:**

The summary scores shown here are an average of each of the items in this competency.



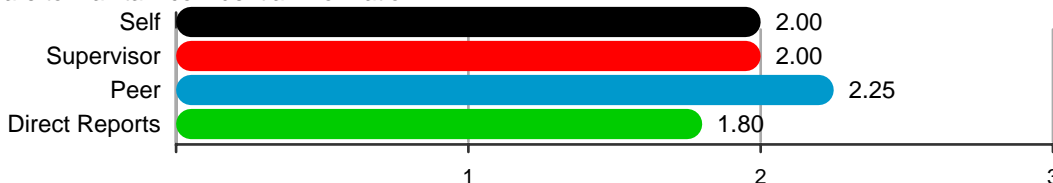
**Scores on Each Item:**

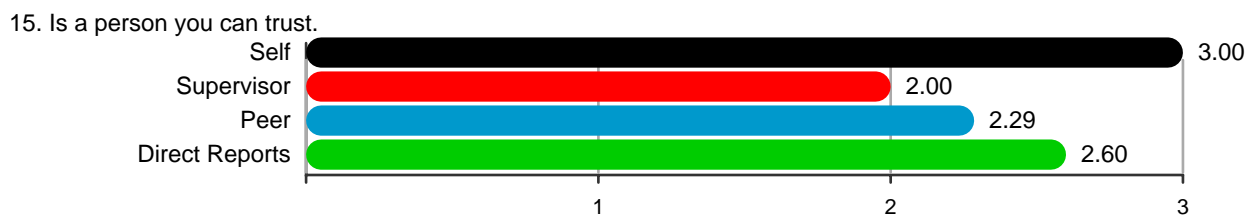
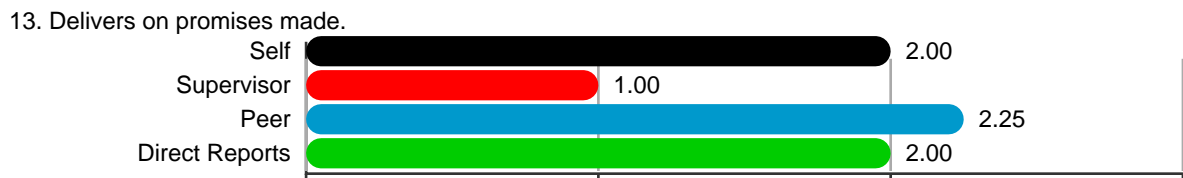
The scores for each of the items in this competency are shown below.

**11. Demonstrates congruence between statements and actions.**



**12. Takes care to maintain confidential information.**





### 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 (Disagree) to green (Agree).

Item	n	Avg	LOA	Response Distribution		
				Disagree 1 1	Unsure 2 2	Agree 3 3
11. Demonstrates congruence between statements and actions.	15	2.33	40.0	7%	53%	40%
12. Takes care to maintain confidential information.	15	2.07	20.0	13%	67%	20%
13. Delivers on promises made.	15	2.07	26.7	20%	53%	27%
14. Communicates an understanding of the other person's interests, needs and concerns.	15	2.27	40.0	13%	47%	40%
15. Is a person you can trust.	14	2.43	50.0	7%	43%	50%

### Comments:

- \_\_\_\_, more than anyone, takes what she's learned with Core Competencies and implements them.
- \_\_\_\_ is highly skilled and remains focused despite the many directions in which she is pulled. She is calm, easy to work with and makes decisions only after being fully informed.
- \_\_\_\_ defines outcomes clearly and sets expectations/timelines with regards to results. She facilitates conversations that include shared decision making and encourages collaboration and teamwork throughout the organization. She is very customer and system focused.
- Always approachable no matter how busy she is.
- My only constructive feedback would be better communication on what she's doing and why and how it may impact others would be appreciated.
- She is such a positive person and always willing to pitch in where help is needed.

# Co-worker Development

**Definition:**

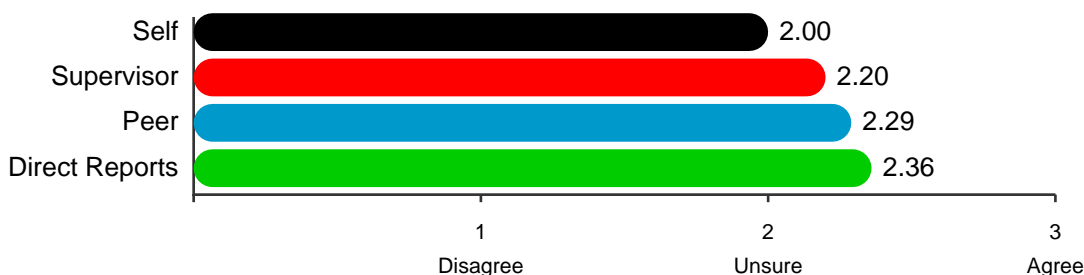
Invests in the professional development of others.

**Why this is Important:**

This is a critical skill set for achieving success in business by allowing you to provide solutions that are tailored to their specific challenges. This proactive approach can lead to increased customer and employee satisfaction and loyalty. This fosters a positive work environment allowing employees to feel more secure and valued in the organization.

**Summary Scores:**

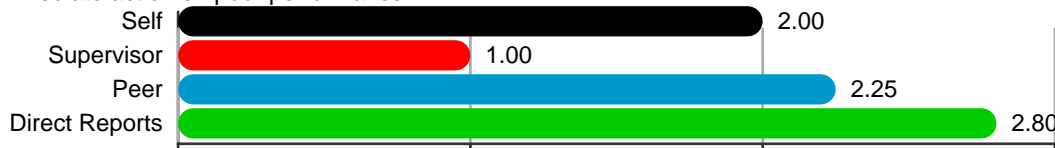
The summary scores shown here are an average of each of the items in this competency.



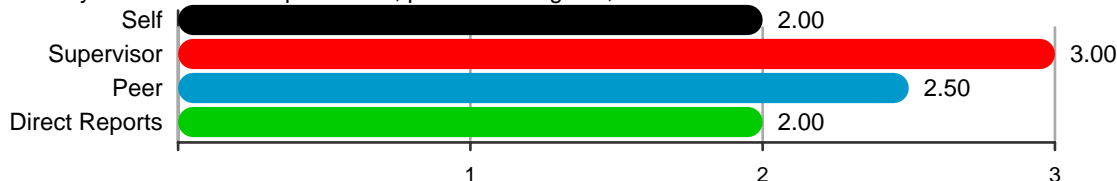
**Scores on Each Item:**

The scores for each of the items in this competency are shown below.

**16. Takes immediate action on poor performance**



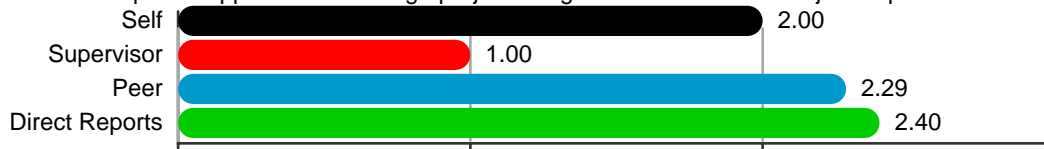
**17. Sets and clearly communicates expectations, performance goals, and measurements to others**



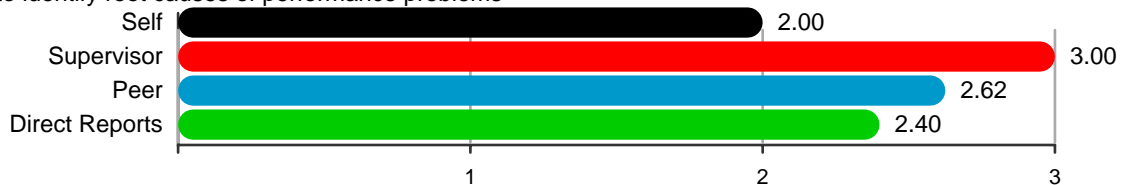
18. Adapts coaching and mentoring approach to meet the style or needs of individuals



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



20. Works to identify root causes of performance 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 (Disagree) to green (Agree).

Item	n	Avg	LOA	Disagree 1 1	Unsure 2 2	Agree 3 3
16. Takes immediate action on poor performance	15	2.33	46.7	13%	40%	47%
17. Sets and clearly communicates expectations, performance goals, and measurements to others	15	2.33	40.0	7%	53%	40%
18. Adapts coaching and mentoring approach to meet the style or needs of individuals	14	2.00	14.3	14%	71%	14%
19. Gives others development opportunities through project assignments and increased job responsibilities	14	2.21	42.9	21%	36%	43%
20. Works to identify root causes of performance problems	15	2.53	60.0	7%	33%	60%

### Comments:

- The progress with customer satisfaction within the division exemplifies \_\_\_'s leadership style. The Department has come a long way with \_\_\_ as manager and I admire the way \_\_\_ and \_\_\_ work together. \_\_\_ is clearly a leader in the organization...someone who does not shrink from the most difficult tasks. She is pushing herself to learn and grow at all times.
- On occasion \_\_\_'s point may be lost or made unclear due to her not having organized her thoughts sufficiently before speaking. If she were more succinct her point would often be made clearer.
- she has patience.
- Over the years, the department has done very good work and contributed a great deal to both capital and non-capital projects.
- She always has a positive approach and feedback on tasks at hand and our work. I am inspired by her attitude, its contagious!!
-

I appreciate the straight forward style of leadership \_\_\_\_ uses.

# Others

**Definition:**

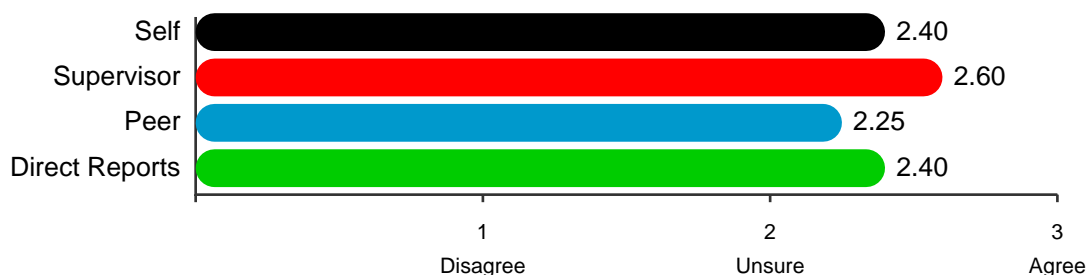
Works well with other employees.

**Why this is Important:**

This is a critical skill set for achieving success in business by allowing you to provide solutions that are tailored to their specific challenges. This proactive approach can lead to increased customer and employee satisfaction and loyalty. This fosters a positive work environment allowing employees to feel more secure and valued in the organization.

**Summary Scores:**

The summary scores shown here are an average of each of the items in this competency.



**Scores on Each Item:**

The scores for each of the items in this competency are shown below.

21. Works across boundaries within the organization.



22. ...treats others with respect and dignity.



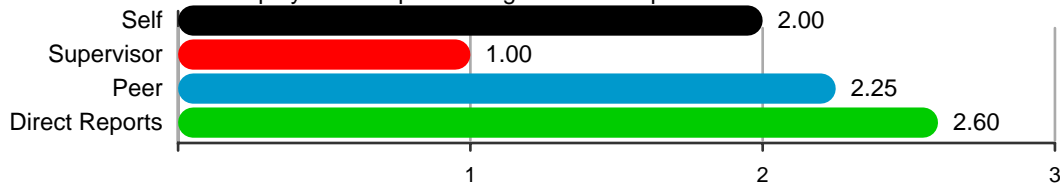
23. Includes others in the decision making processes.



24. Forms working relationships with employees from other departments.



25. Supports the efforts of other employees in implementing solutions to 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 (Disagree) to green (Agree).

Item	n	Avg	LOA	Disagree 1 1	Unsure 2 2	Agree 3 3
21. Works across boundaries within the organization.	15	2.60	66.7	7%	27%	67%
22. ...treats others with respect and dignity.	15	2.33	40.0	7%	53%	40%
23. Includes others in the decision making processes.	15	2.07	20.0	13%	67%	20%
24. Forms working relationships with employees from other departments.	15	2.40	53.3	13%	33%	53%
25. Supports the efforts of other employees in implementing solutions to problems.	15	2.27	53.3	27%	20%	53%

### Comments:

- \_\_\_ does not beat around the bush nor does she have hidden agendas.
- She is continually looking for ways to improve our service to our customers.
- I value \_\_\_'s input and knowledge. She is a great partner and team member. I know when we are on a project together, she will see it through to the end.
- \_\_\_ sets high standards for those she works with and expects the same of herself.
- She is always available to me day and night for question and help regarding unit operations. I am appreciative that she works with me to meet my needs as an employee and always gets back to me promptly when assistance is needed.
- I think that \_\_\_ is making good strides in setting expectations through clear communication.

# Organizational Fluency

**Definition:**

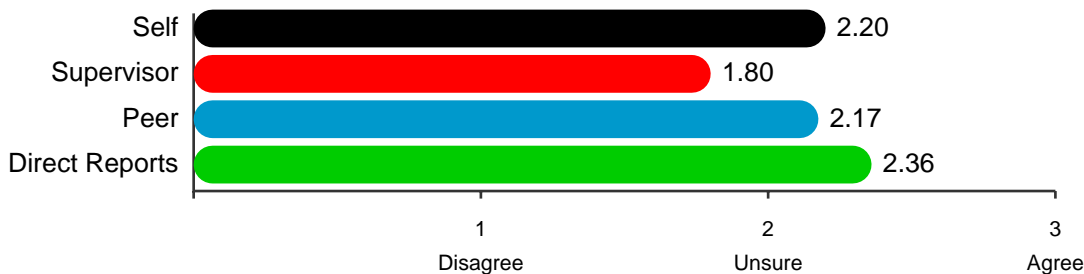
Able to work within the department/division/organization.  
 Understand how different parts of the business interact.

**Why this is Important:**

This is a critical skill set for achieving success in business by allowing you to provide solutions that are tailored to their specific challenges. This proactive approach can lead to increased customer and employee satisfaction and loyalty. This fosters a positive work environment allowing employees to feel more secure and valued in the organization.

**Summary Scores:**

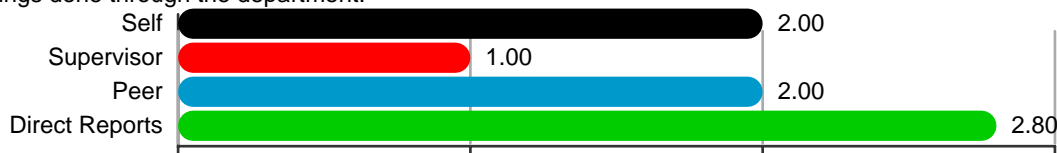
The summary scores shown here are an average of each of the items in this competency.



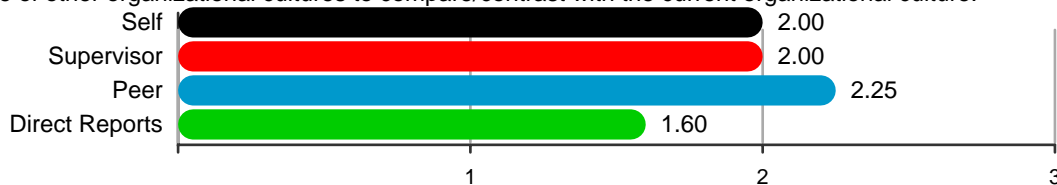
**Scores on Each Item:**

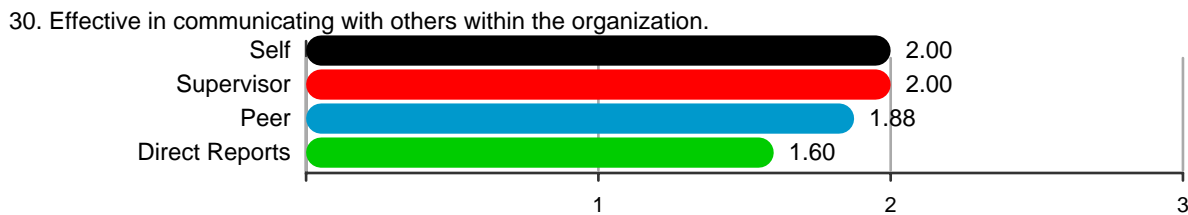
The scores for each of the items in this competency are shown below.

26. Gets things done through the department.



27. Is aware of other organizational cultures to compare/contrast with the current organizational culture.





### 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 (Disagree) to green (Agree).

Item	n	Avg	LOA	Disagree 1 1	Unsure 2 2	Agree 3 3
26. Gets things done through the department.	15	2.20	33.3	13%	53%	33%
27. Is aware of other organizational cultures to compare/contrast with the current organizational culture.	15	2.00	26.7	27%	47%	27%
28. Adept at navigating within the culture of the department.	15	2.47	53.3	7%	40%	53%
29. Able to deal with sensitive issues with tact and professionalism.	15	2.60	60.0		40%	60%
30. Effective in communicating with others within the organization.	15	1.80	13.3	33%	53%	13%

### Comments:

- I've struggled this year with managing my time to meet the department's and organization's demands. I missed some important deadlines and commitments. Presented improvement plan to \_\_\_ last month.
- \_\_\_ is consistently working with her team to improve customer service and defining standards of service to hardwire those behaviors.
- \_\_\_ is thorough with her candidate screenings and really focuses on hiring for talent and experience. I know what she expects from me. She will step up to take action when others do not and this is because she is a team player and really wants us to succeed.
- \_\_\_ does a great job of keeping the lines of communication and this is appreciated.
- \_\_\_ 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.

- \_\_\_ has an open door policy, when in the office, and encourages staff to set up appointments with her when she has many meetings throughout her week.

# Attitude

## Definition:

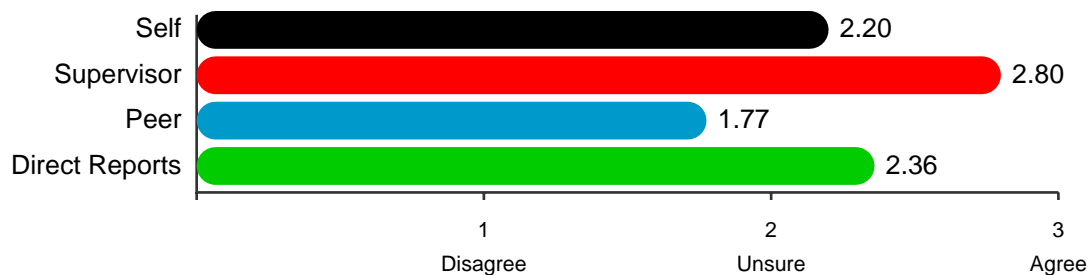
Attitude is the mindset and behavioral approach individuals bring to the workplace, reflecting optimism, emotional steadiness, and sincere concern for others through respectful, gracious, and approachable interactions. It is expressed through traits such as excellence, accountability, humility, and pride—manifested in volunteerism, flexibility, risk-taking, and a commitment to helping others. A strong attitude fosters growth by embracing feedback, learning from mistakes, and honoring others' time, while cultivating trust, enthusiasm, and psychological safety. Ultimately, it sets the tone for a culture of collaboration and continuous improvement, where confidence, resilience, and care for both people and outcomes define every interaction.

## Why this is Important:

Attitude, as defined through those rich dimensions, plays a foundational role in shaping an organization's culture, employee engagement, and overall effectiveness. When individuals demonstrate respect, optimism, humility, resilience, and a genuine concern for others, it fosters psychological safety--allowing teams to collaborate with trust and creativity rather than fear or defensiveness. These traits not only drive performance and innovation, but they also signal a shared commitment to excellence, continuous learning, and collective success. Ultimately, the presence of strong attitudes across an organization elevates morale, strengthens relationships, and creates an environment where both people and results can flourish together.

## Summary Scores:

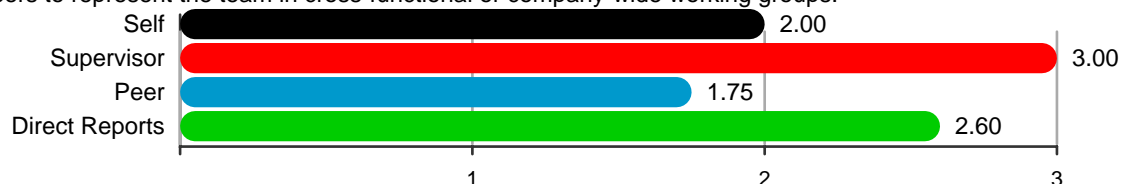
The summary scores shown here are an average of each of the items in this competency.



## Scores on Each Item:

The scores for each of the items in this competency are shown below.

31. Volunteers to represent the team in cross-functional or company-wide working groups.



32. Offers to test new tools, systems, or workflows to improve organizational effectiveness.



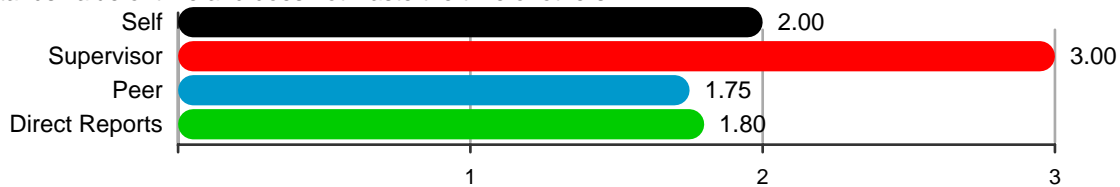
33. Expresses sincere appreciation for others' efforts -- regardless of how routine or behind-the-scenes they may be.



34. Demonstrates humility by embracing new ideas and feedback.



35. Understands value of time and does not waste the time of others.



## 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 (Disagree) to green (Agree).

Item	n	Avg	LOA	Response Percentages		
				Disagree 1 1	Unsure 2 2	Agree 3 3
31. Volunteers to represent the team in cross-functional or company-wide working groups.	15	2.13	33.3	20%	47%	33%
32. Offers to test new tools, systems, or workflows to improve organizational effectiveness.	15	2.13	33.3	20%	47%	33%
33. Expresses sincere appreciation for others' efforts -- regardless of how routine or behind-the-scenes they may be.	15	2.07	33.3	27%	40%	33%
34. Demonstrates humility by embracing new ideas and feedback.	15	2.13	26.7	13%	60%	27%
35. Understands value of time and does not waste the time of others.	15	1.87	20.0	33%	47%	20%

### Comments:

- I have not observed \_\_\_'s interaction with the members of her team. \_\_\_ consistently communicates openly in my interactions with her.
- \_\_\_ is excellent about offering support if needed but she also allows us to work and she does not micro manage.
- Always approachable no matter how busy she is.
- I enjoy working with \_\_\_; whenever I need to communicate an issue or problem regarding the department she is very receptive and responsive to the needs.
- She communicates clearly and responds to request without unnecessary delay.
- I have enjoyed working with \_\_\_ and will miss her support and direction.