



Feedback Results
Your CompanyName Here
2025

Sample Employee

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.

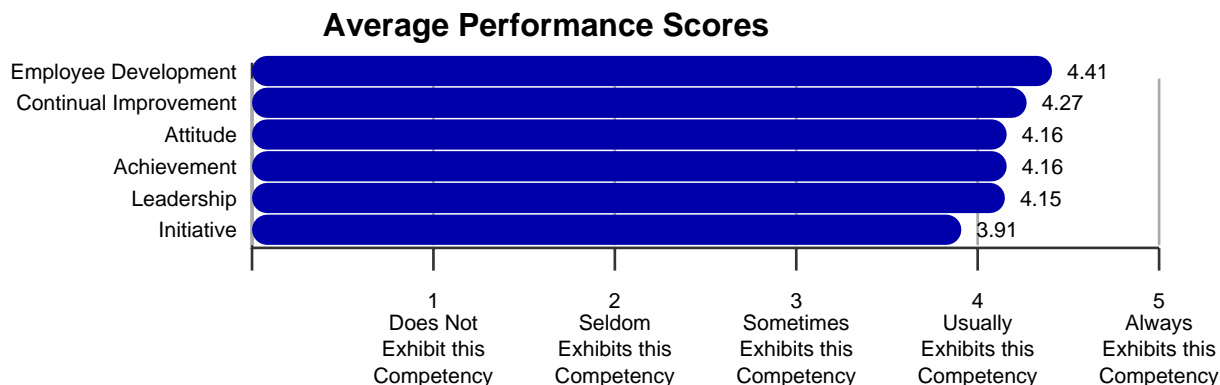
What to Do with Your Feedback

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

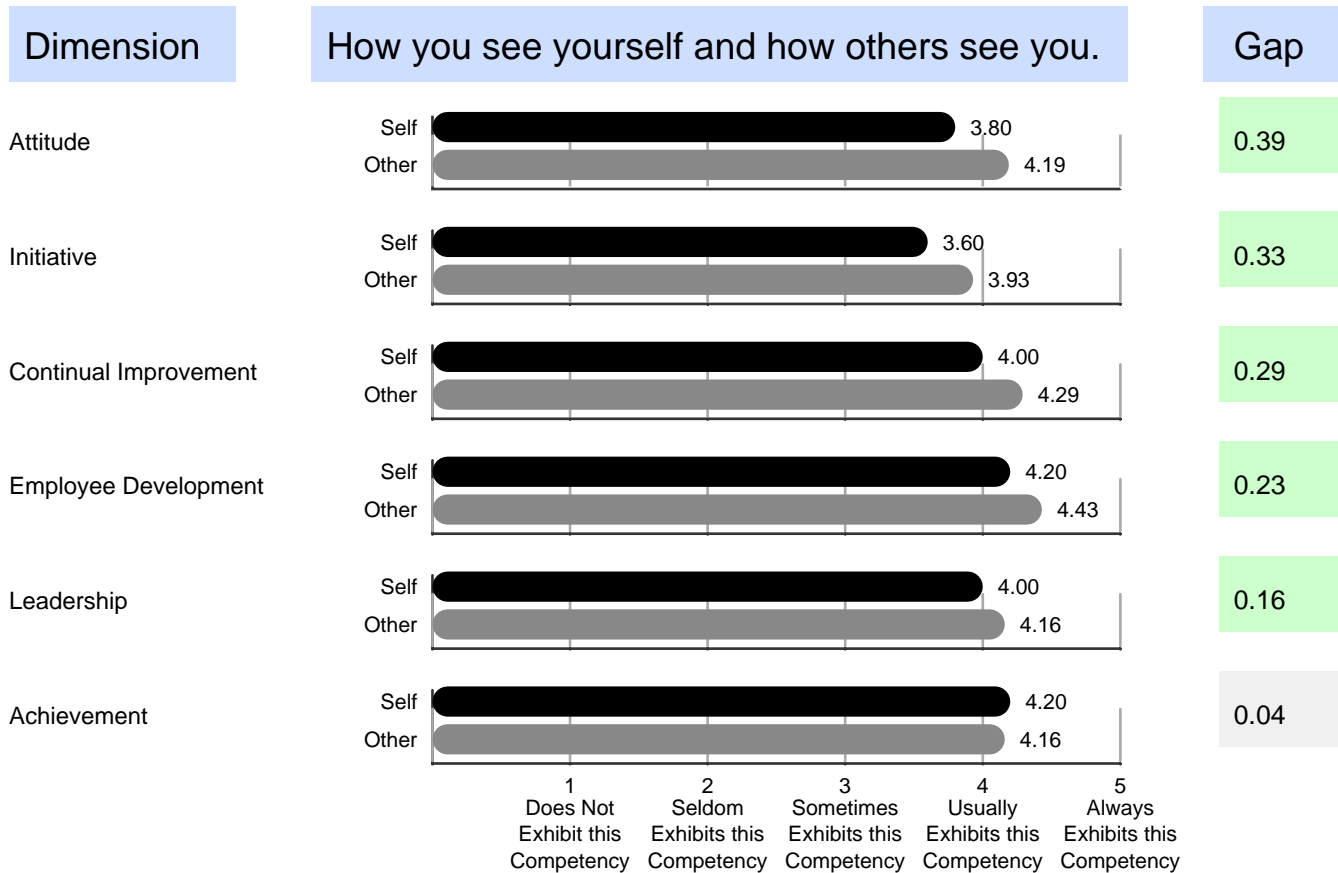
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 6 major dimensions of leadership.

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.



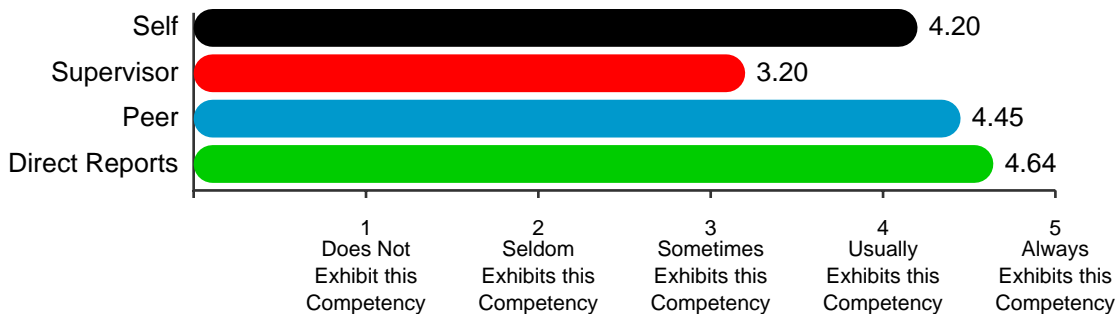
Gap Analysis

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.



Employee Development

Summary Scores



1. Allocates adequate resources to employee training and development.



2. Is aware of the department's training needs.



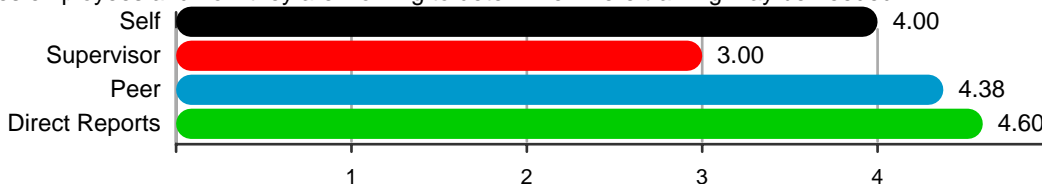
3. Offers relevant training that meets staff needs.



4. Helps new employees strengthen rapport with key executives and managers through the onboarding process.



5. Observes employees and how they are working to determine where training may be needed.



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).

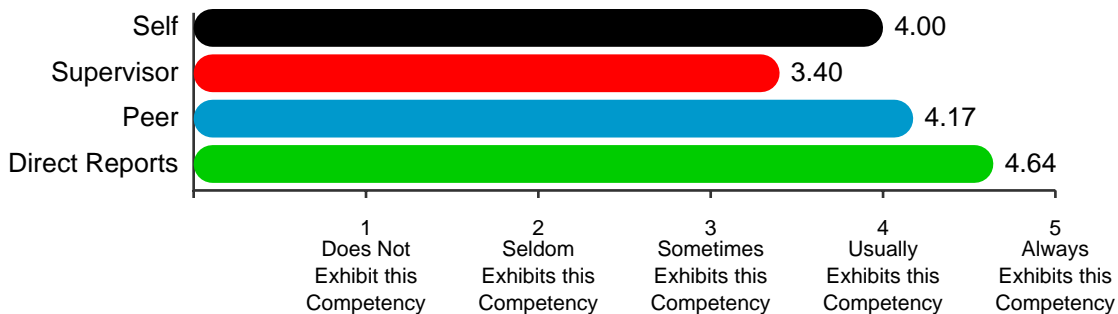
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
1. Allocates adequate resources to employee training and development.	15	4.20	93.3	7%		67%		27%
2. Is aware of the department's training needs.	15	4.87	100.0	13%		87%		
3. Offers relevant training that meets staff needs.	15	4.27	93.3	7%		60%		33%
4. Helps new employees strengthen rapport with key executives and managers through the onboarding process.	15	4.40	86.7	13%	33%		53%	
5. Observes employees and how they are working to determine where training may be needed.	15	4.33	93.3	7%		53%		40%

Comments:

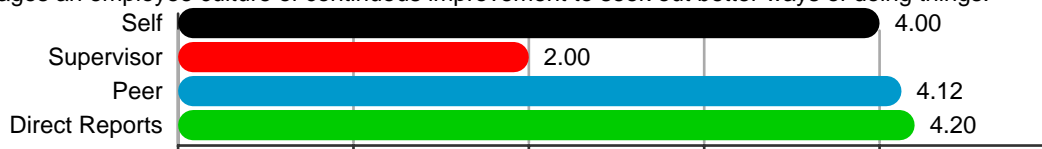
- she has patience.
- I have observed that ___ is always professional and respectful towards myself and others. She asks for our input before making decisions.
- ___, more than anyone, takes what she's learned with Core Competencies and implements them.
- She is always willing to learn, but could benefit from a plan on how to achieve it - filling knowledge gaps, more hands on learning, etc.
- Sometimes it seems like ___'s priorities or expectations shift unexpectedly.
- ___ provides opportunities for her staff to grow professionally and encourages them.

Continual Improvement

Summary Scores



6. Encourages an employee culture of continuous improvement to seek out better ways of doing things.



7. Analyzes processes to determine areas for improvement.



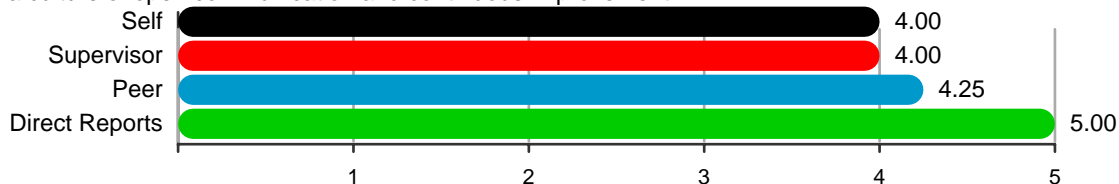
8. Looks for ways to improve work processes and procedures.



9. Searches for new methods, techniques, and processes that increase efficiency and reduce costs.



10. Fosters a culture of open communication and continuous improvement.



Level of Skill

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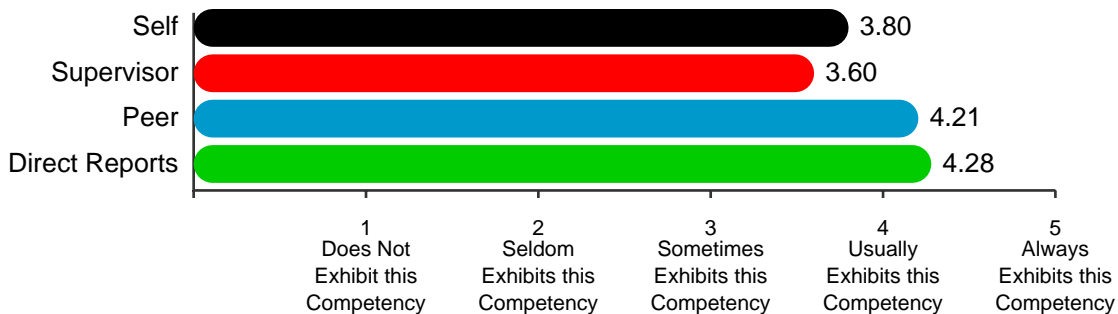
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
6. Encourages an employee culture of continuous improvement to seek out better ways of doing things.	15	4.00	80.0	7%	13%	53%	27%	
7. Analyzes processes to determine areas for improvement.	15	4.07	80.0		20%	53%	27%	
8. Looks for ways to improve work processes and procedures.	15	4.33	93.3	7%	47%		47%	
9. Searches for new methods, techniques, and processes that increase efficiency and reduce costs.	15	4.47	93.3	7%	40%		53%	
10. Fosters a culture of open communication and continuous improvement.	15	4.47	93.3	7%	40%		53%	

Comments:

- ___ always goes above and beyond in her daily work.
- I have only worked under ___ for a short time but I am impressed often at her excellent leadership skills and ability to guide her staff under the competency model.
- I admire ___ for her vision and ability to think outside the box to better meet our organization's needs.
- ___ does an exceptional job at running the department.
- Provide and solicit more frequent feedback.
- If feel ___ meets/exceeds in all of the areas listed above, and I feel she consistently exceeds in the areas of professionalism, service, communication, teamwork, engagement and ethics.

Attitude

Summary Scores



11. Reinforces the team's value and shared purpose.



12. Takes time to polish presentations, communications, or reports, ensuring they reflect professionalism and clarity.



13. Elevates the recognition of their team instead of themselves.



14. Actively seeks insight from colleagues at all levels and backgrounds.



15. Able to cope with changes.



Level of Skill

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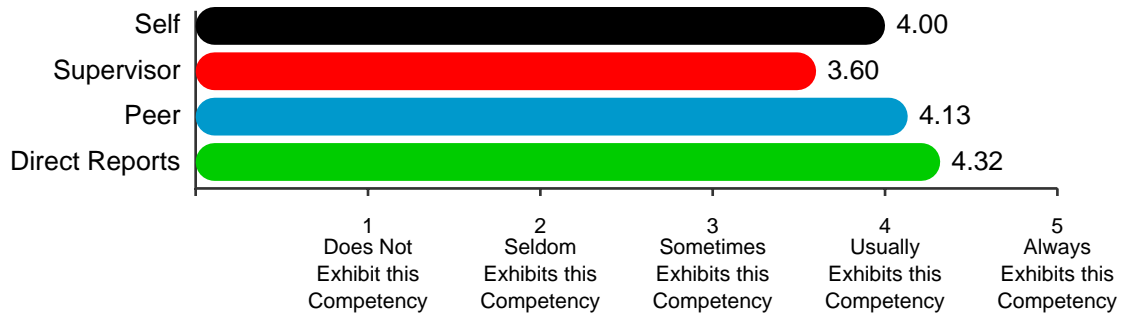
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
11. Reinforces the team's value and shared purpose.	15	4.60	100.0			40%	60%	
12. Takes time to polish presentations, communications, or reports, ensuring they reflect professionalism and clarity.	15	4.27	100.0			73%	27%	
13. Elevates the recognition of their team instead of themselves.	15	4.33	100.0			67%	33%	
14. Actively seeks insight from colleagues at all levels and backgrounds.	15	3.93	73.3	27%		53%	20%	
15. Able to cope with changes.	14	3.64	57.1	14%	29%		36%	21%

Comments:

- She can always be counted on to do what she commits to.
- She will sit down with all parties involved before she makes a decision.
- She has a way to make you always want to do better and be better. She has always been a very strong leader for the company.
- Process improvements & Technical Skills go hand and hand - sometimes it is hard to have the processes changed when ___ has not fully done the processes. This makes the changes hard to the team without a full understanding of the steps that happen behind the scene. Communication skills: needs to focus on full team communication maybe via email or in writing at team meetings. sometimes information has been provided to one but not all or not passed on at all when thought it had been. Reliability has improved a lot over the past few months.
- She is respected for her ability to create a culture of continuous improvement as she encourages us as leaders to constantly improve what we're doing.
- I think we have a great team. ___ does her best to accommodate the needs of staff which in turn helps the morale stay high in our department.

Leadership

Summary Scores



16. Able to say "no" when it is essential to maintaining quality and high standards.



17. Expects continuous learning, skill-building, and professional growth from employees.



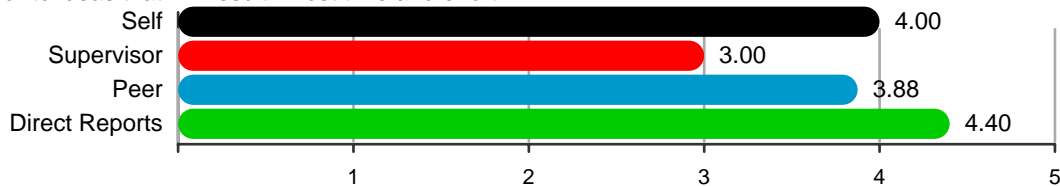
18. Motivates and challenges employees to attain a shared vision.



19. Avoids vague statements; instead, explains what worked and why or what needs improvement and how.



20. Says "no" to ideas that will result in lost time and effort.



Level of Skill

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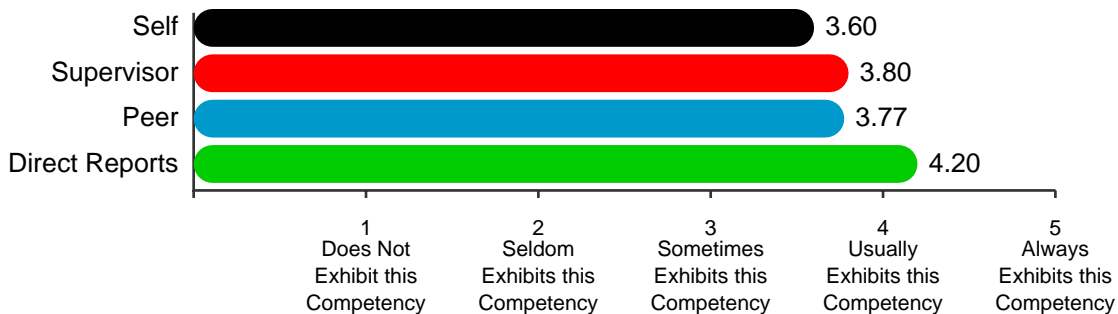
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
16. Able to say "no" when it is essential to maintaining quality and high standards.	15	4.33	86.7	13%	40%	47%		
17. Expects continuous learning, skill-building, and professional growth from employees.	15	4.27	93.3	7%	60%	33%		
18. Motivates and challenges employees to attain a shared vision.	14	4.00	92.9	7%	86%	7%		
19. Avoids vague statements; instead, explains what worked and why or what needs improvement and how.	14	4.14	85.7	7%	7%	50%	36%	
20. Says "no" to ideas that will result in lost time and effort.	15	4.00	66.7	7%	27%	27%	40%	

Comments:

- Confidence, Attitude, Desire to learn.
- She does not settle- but will continue a search until the right fit is found.
- ___ is very willing to involve employees and to delegate to others. She stretches others to increase their potential.
- Process improvements & Technical Skills go hand and hand - sometimes it is hard to have the processes changed when ___ has not fully done the processes. This makes the changes hard to the team without a full understanding of the steps that happen behind the scene. Communication skills: needs to focus on full team communication maybe via email or in writing at team meetings. sometimes information has been provided to one but not all or not passed on at all when thought it had been. Reliability has improved a lot over the past few months.
- She uses the strengths of everyone around her to get the best solutions possible.
- We have some very experienced people in our department and they need to be able to work more autonomously and run with projects.

Initiative

Summary Scores



21. Takes charge when there is a crisis.



22. Champions under-supported ideas by building coalitions or reframing proposals to gain traction.



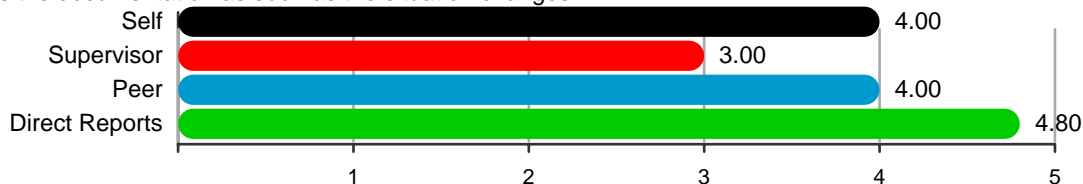
23. Introduces changes that reduce operational costs or increase revenue.



24. Immediately works to complete goals well before their deadline.



25. Updates the documentation as soon as the situation changes.



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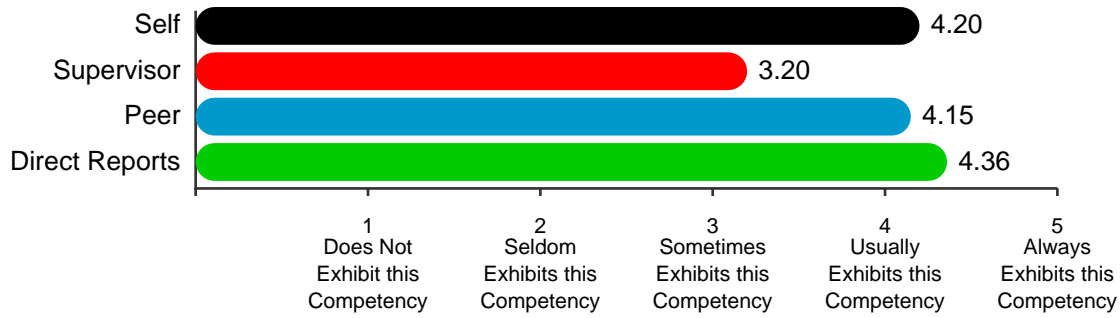
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
21. Takes charge when there is a crisis.	15	4.00	66.7	13%	20%	20%	47%	
22. Champions under-supported ideas by building coalitions or reframing proposals to gain traction.	15	3.47	53.3	13%	33%		47%	7%
23. Introduces changes that reduce operational costs or increase revenue.	15	3.60	66.7	13%	20%		60%	7%
24. Immediately works to complete goals well before their deadline.	15	4.27	86.7	7%	7%	40%	47%	
25. Updates the documentation as soon as the situation changes.	15	4.20	80.0	7%	13%	33%	47%	

Comments:

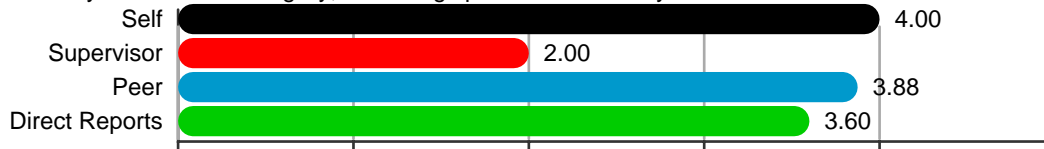
- ___ appears engaged, focused on improvement, and bettering the organization. She collaborates with other leaders and her staff to drive increases in service and efficiency. I feel like my team's needs are met and ___ will respond to any escalation request or need for strategic planning positively and effectively.
- 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.
- I know when I go to her with a problem, she will make herself available and is very thorough with her response.
- Expectations of scheduling for associate manager's is not always clearly defined. As a result consistent leadership is not available to staff. Needs to hold managers accountable for getting projects completed in a timely manner. Better communication of expectations of the associate manager group as a hold would be beneficial.
- She is very knowledgeable and is always willing to lend a helping hand!
- The Core Competency Training has been a great success. ___ has played an integral role in creating an environment for managers to become more engaged and involved in performance improvement.

Achievement

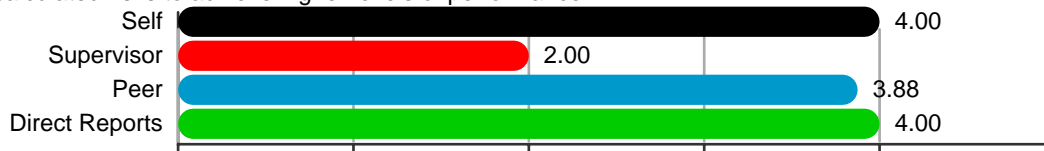
Summary Scores



26. Navigates heavy workloads with agility, balancing speed and accuracy.



27. Takes calculated risks to achieve higher levels of performance.



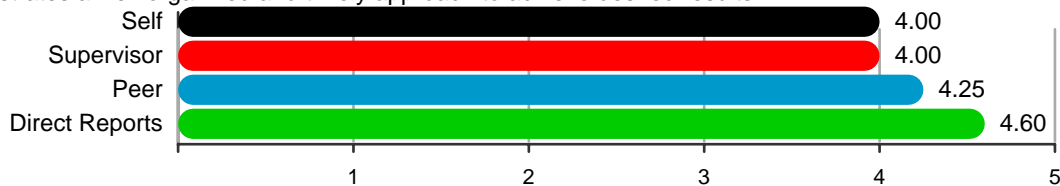
28. Balances risk and reward with thoughtful strategies that propel success.



29. Uses established goals and performance measures to keep track of performance.



30. Demonstrates a well-organized and timely approach to achieve desired results



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. Navigates heavy workloads with agility, balancing speed and accuracy.	15	3.67	66.7	20%	13%	47%	20%	
27. Takes calculated risks to achieve higher levels of performance.	15	3.80	73.3	20%	7%	47%	27%	
28. Balances risk and reward with thoughtful strategies that propel success.	15	4.33	86.7		13%	40%	47%	
29. Uses established goals and performance measures to keep track of performance.	15	4.67	100.0		33%	67%		
30. Demonstrates a well-organized and timely approach to achieve desired results	15	4.33	100.0			67%	33%	

Comments:

- Her confidence allows her to take on any task and also allows her to lead a team of leaders effectively.
- ___ has done a superb job in outlining expectations for her staff. She has a unique ability to segment work, clearly define goals, and move forward with processes in a meaningful manner.
- Working with ___ on the IP rehab project has been awesome. She is great at what she does. She understands her role and what is needed to keep the project moving. Makes concrete decisions and stands by them. I would work with her anytime.
- She is organized, kind, and extremely approachable.
- She has put together a fantastic leadership group that keeps the customer experience first and foremost.
- ___ takes the time to understand her team and the strengths that each team member brings to the 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?

- Her professionalism is beyond reproach and she is fair and just.
- The most important attribute that ___ demonstrates is making sure there is a solid, vibrant leadership team. When she meets monthly with the execs, we engage in a process that sometimes is uncomfortable but dissuades any hint of Laissez-faire. She pushes for honest opinions and decisions and she expects those decisions and opinions to be supportable with reason. At the same time, she somehow nurtures innovation that leads to improving process and outcomes.
- ___ is consistently working with her team to improve customer service and defining standards of service to hardwire those behaviors.
- Is viewed by many as a strong organizational resource.
- She is fair, focused and on top of things. She wears many hats at [CompanyName] and I admire the way she can 'know' what's happening in all areas.
- I would like to see her expand personal long-term goals at the company.

What do you like best about working with this individual?

- She is well respected.
- ___'s job performance exceeds all the elements.
- She holds everyone to such a high standard, you don't want to disappoint her.
- Her leadership skills make me jealous and consider her a mentor on how I would want to be in that position
- ___ 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.
- She not only clearly communicates her desired outcomes but also follows up with her team members to ensure they understand. She is open for questions or feedback by everyone.

What do you like least about working with this individual?

- We have some very experienced people in our department and they need to be able to work more autonomously and run with projects.
- She sets her expectations high, and delivers a high level of performance herself.
- ___ is a very good leader. Detail oriented and conscientious about her team. These are two skills that help lead a team and stay on task of the data that is so central to our business.
- She demonstrates a high level of personal integrity in her work and remains honest (even when the truth hurts).
- I appreciate that as a new manager to this department ___ has sought to understand my work flow and process. She is actively learning more about our work processes and involved to determine needed resources.
- She is quick to contribute to conversations regarding the company and provides good suggestions to the group.

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

- She can see the fine details well for unit needs that fits into the organizations mission and the needs of the staff.
- Process improvements & Technical Skills go hand and hand - sometimes it is hard to have the processes changed when ___ has not fully done the processes. This makes the changes hard to the team without a full understanding of the steps that happen behind the scene. Communication skills: needs to focus on full team communication maybe via email or in writing at team meetings. sometimes information has been provided to one but not all or not passed on at all when thought it had been. Reliability has improved a lot over the past few months.
- She guides, influences, supports, facilitates her team towards the achievement of goals.
- ___ is the best supervisor I've ever had; she leads by example, and is always clear on her expectations of her employees.
- ___ manages everyone else time very well. She puts everything out there, her soul, her time and her energy all to ensure a good outcome.
- Our department is growing and the manager is embracing this growth and consistently reviewing the processes to promote best quality service.

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

- One area of improvement that I have identified within the last year is improving my turnaround time on responses to emails, voicemails, and requests from my customers. This can be improved once leadership gaps are filled within [CompanyName] and my presence is no longer required in an operational role or I determine a way to obtain more support staff to work on contracts and compensation. This work requires research and dedicated time to produce accurate work.
- She is a natural and perfect fit for the CFO position.
- She encourages each staff member to understand each other and to work together in a very positive manner.
- ___ recently set a good example with staff in living out a key behavior she believes in, which is to bring the people involved in a project together to review the proposed plan in order to make sure the client gets the benefit of the best thinking of the team. This is an improvement over the past when projects just happened and staff didn't know about anything until they needed to do something. That is a behavior the entire team is working to develop.
- She has created an environment that promotes self-improvement and high expectations, which is demonstrated by the quality of work we do at [CompanyName]. At the same time, she seems to be able to keep our unit in the financial green.
- She is always personally engaged, and seeks to engage others in raising service delivery to our customers, visitors, and to other employees.

Any final comments?

- She tends to sometimes get confused about decisions we've made and consequently incorrect information is given following the meeting.
- ___ has demonstrated the ability to manage significant changes in her area with great skill.
- She has done a very good job of engaging the team in the common goal of achieving high quality outcomes.
- ___ is a role model for Transformational Leadership. She exceeds all of the above elements of performance by modeling her expertise in her decision making, expectations, professionalism, communication, engagement by setting the bar high. As an operational manager I respect ___ as a visionary who pushes me further than I feel comfortable. Without her I might be too cautious to forge ahead. She has accomplished more in her 4 years as director of SCI than I have witnessed in the last 30 years.
- ___ appears engaged, focused on improvement, and bettering the organization. She collaborates with other leaders and her staff to drive increases in service and efficiency. I feel like my team's needs are met and ___ will respond to any escalation request or need for strategic planning positively and effectively.
- It is difficult with a small staff to assign roles that best use each employees strengths but have tried hard to learn the staff and their strengths.