



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.

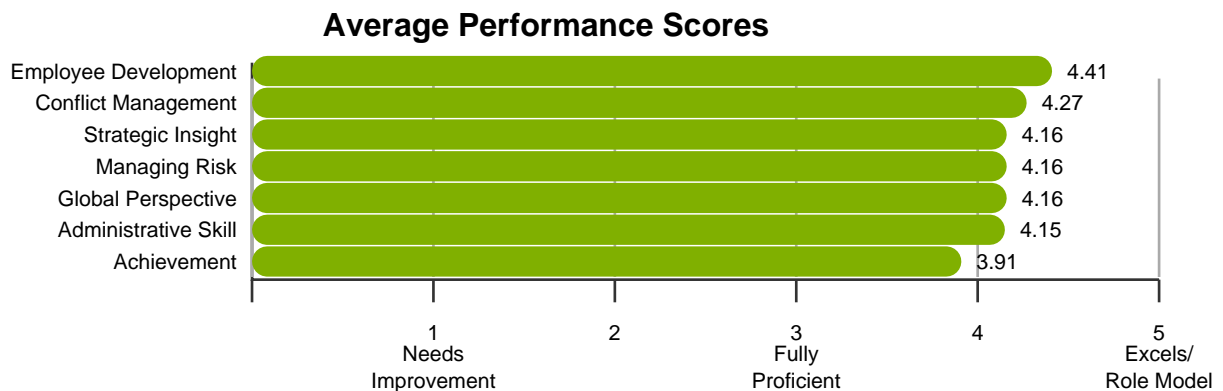
What to Do with Your Feedback

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

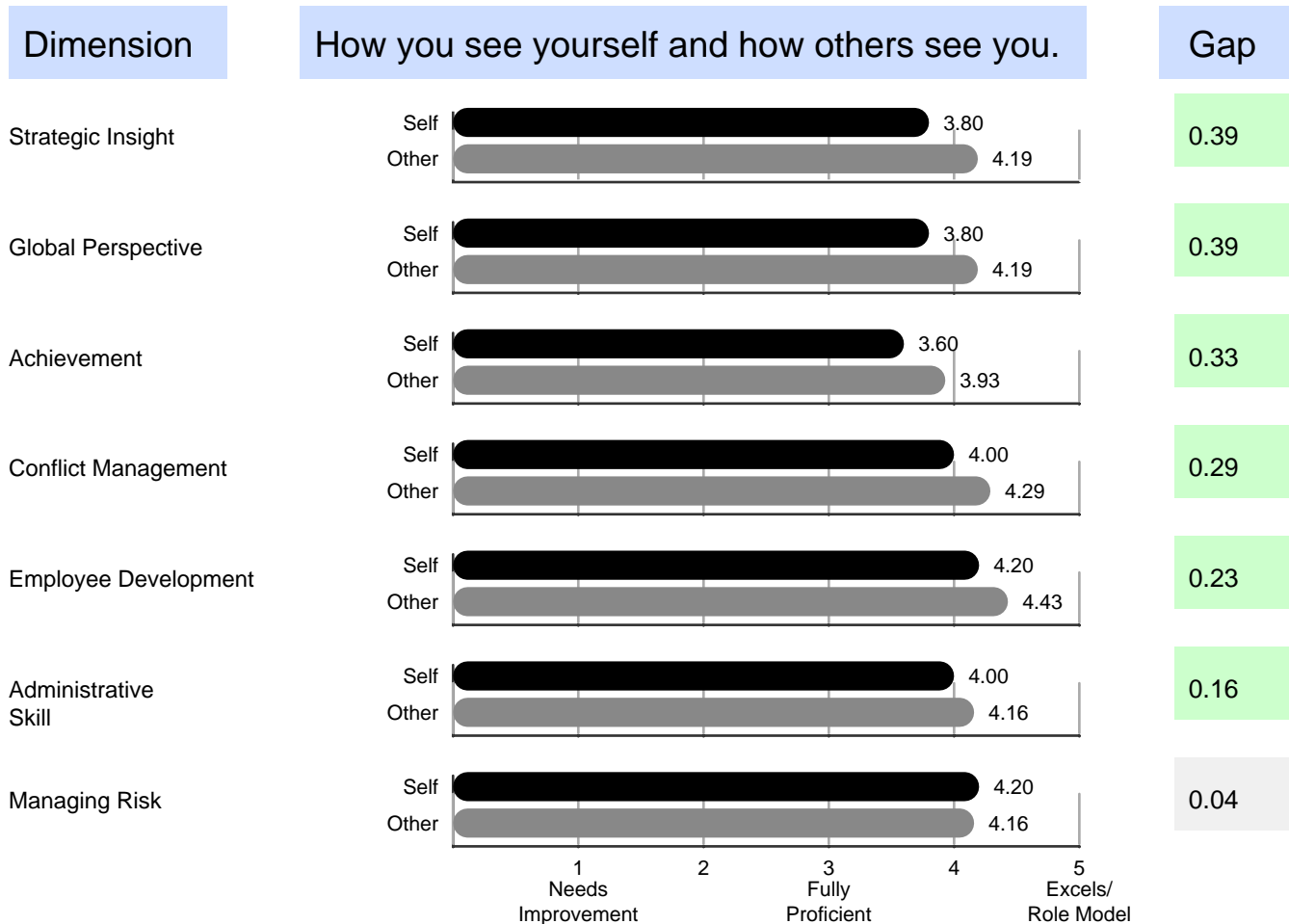
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 7 major dimensions of leadership.

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.



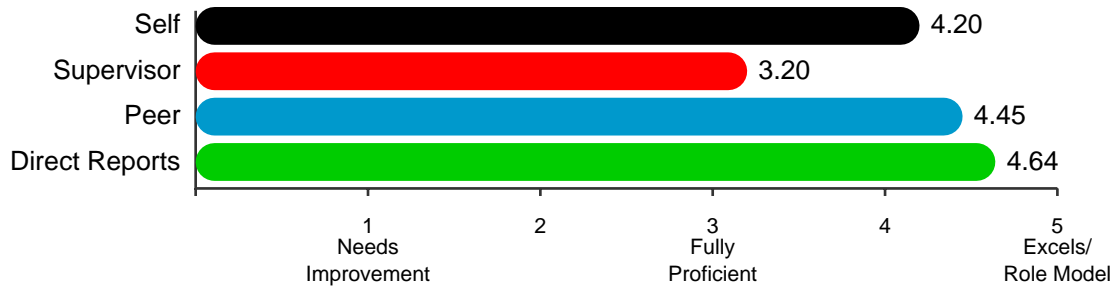
Gap Analysis

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.



Employee Development

Summary Scores



1. Recognizes and rewards employees who take initiative in cross-training efforts.



2. Uses a systematic process for identifying employee development needs and implementing solutions.



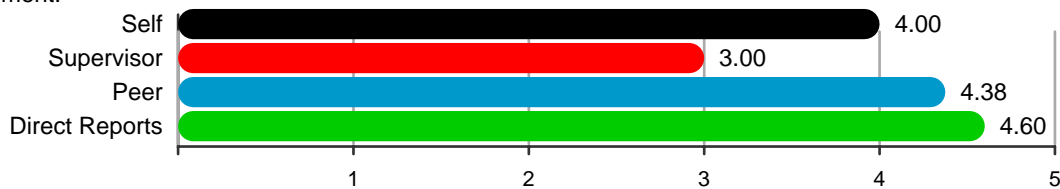
3. Offers regular workshops and seminars to help train employees.



4. Is committed to offering the training our department needs.



5. Re-designs job roles to include a wider variety of tasks after the recent re-organization, reducing monotony and increasing engagement.



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).

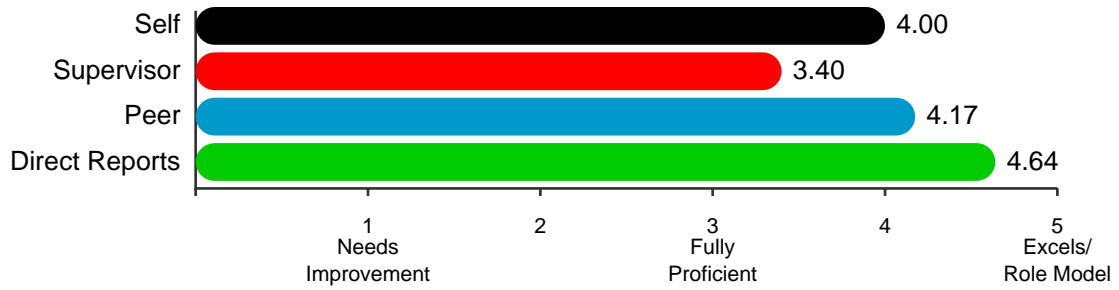
Item	n	Avg	LOA	Needs Improvement	Fully Proficient	Excels/ Role Model
1. Recognizes and rewards employees who take initiative in cross-training efforts.	15	4.20	93.3	7%	67%	27%
2. Uses a systematic process for identifying employee development needs and implementing solutions.	15	4.87	100.0	13%	87%	
3. Offers regular workshops and seminars to help train employees.	15	4.27	93.3	7%	60%	33%
4. Is committed to offering the training our department needs.	15	4.40	86.7	13%	33%	53%
5. Re-designs job roles to include a wider variety of tasks after the recent re-organization, reducing monotony and increasing engagement.	15	4.33	93.3	7%	53%	40%

Comments:

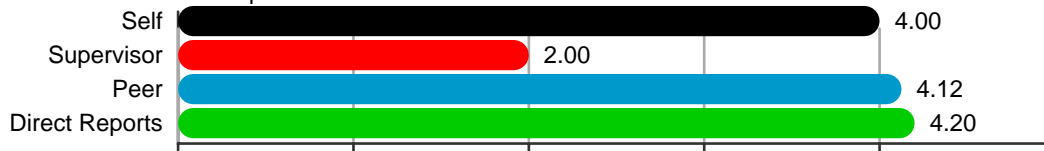
- Manager helps each of us to work on our strengths and weaknesses, which truly helps team improvement.
- He is a transformational leader and has been instrumental in the maintenance of our best-in-class status.
- _____ does a good job of mentoring and developing his team and capitalizing on the talent of each individual.
- He offers up ideas of how I could have handled something differently in a constructive manner.
- _____ is an amazing manager to work under. He has taught me a ton on how to be an associate manager this past year.
- _____ is very approachable and friendly, but will stand firm when pushed. It is nice to know that you can rely on _____ to stand his ground and take care of his employees / department.

Conflict Management

Summary Scores



6. Identifies the root cause of the problems.



7. Discusses conflict situations with supervisor.



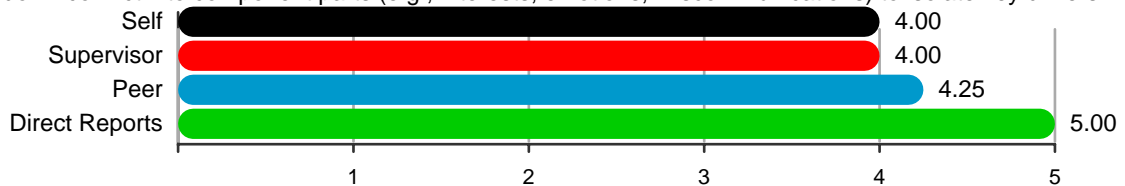
8. Models vulnerability and openness, showing that change begins with self-awareness and humility.



9. Invites diverse perspectives and unconventional ideas during conflict discussions to expand solution possibilities.



10. Breaks down conflict into component parts (e.g., interests, emotions, miscommunications) to isolate key drivers.



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).

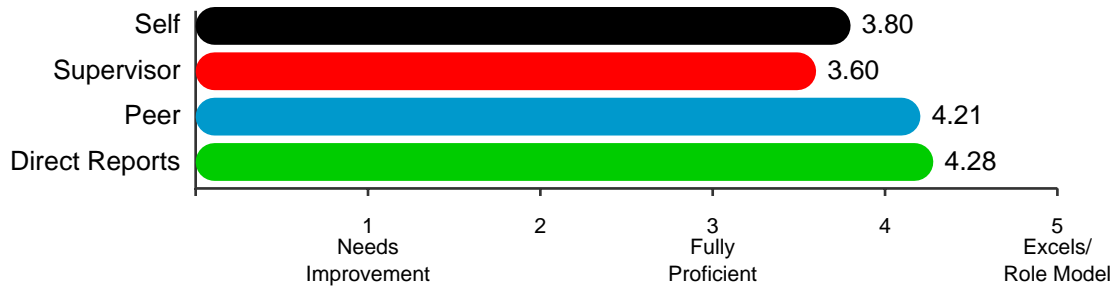
Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
6. Identifies the root cause of the problems.	15	4.00	80.0	7%	13%	53%	27%
7. Discusses conflict situations with supervisor.	15	4.07	80.0		20%	53%	27%
8. Models vulnerability and openness, showing that change begins with self-awareness and humility.	15	4.33	93.3	7%		47%	47%
9. Invites diverse perspectives and unconventional ideas during conflict discussions to expand solution possibilities.	15	4.47	93.3	7%		40%	53%
10. Breaks down conflict into component parts (e.g., interests, emotions, miscommunications) to isolate key drivers.	15	4.47	93.3	7%		40%	53%

Comments:

- He is a transformational leader and has been instrumental in the maintenance of our best-in-class status.
- 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 is able to see the bigger picture and helps others to look past the present and how we can change the future.
- _____ is thoughtful and organized in his decision making, by gathering information from available resources, then making a solid decision.
- he is perceived, at times, as taking over in areas that aren't his responsibility and this can cause tension within the team. Working more collaboratively with his colleagues can help avoid this as his intentions are always good, but may not always be perceived that way. A greater presence (i.e. less travel to conferences) would be appreciated by others as well.
- _____ is very supportive to staff and offers many opportunities for staff to grow.

Strategic Insight

Summary Scores



11. Strategically aligns projects to the goals of the company.



12. Creates strategies that significantly benefit the Company.



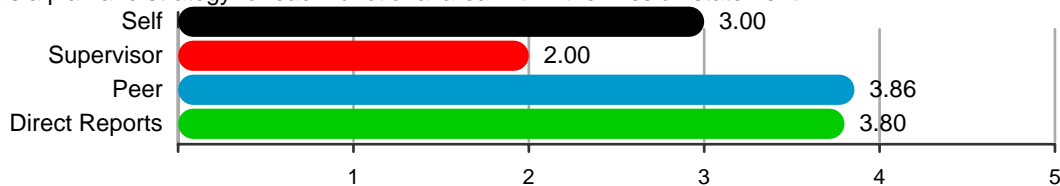
13. Pursues strategic alliances with valued partners.



14. Educates team members on emerging trends and their implications for current projects or goals.



15. Develops a plan and strategy for each functional area within the mission statement.



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).

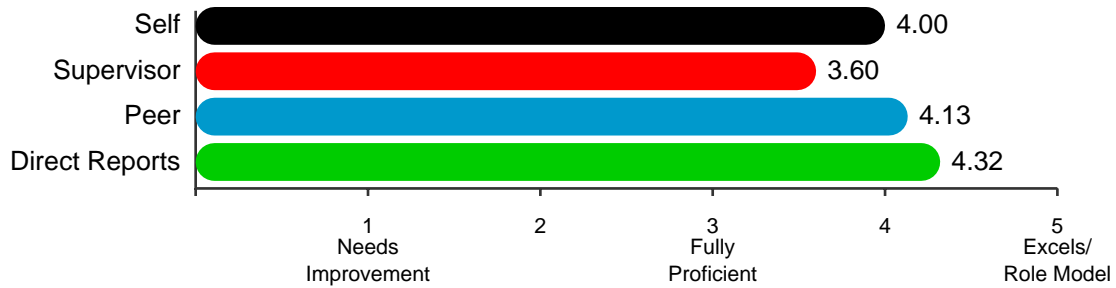
Item	n	Avg	LOA	Needs Improvement		Fully Proficient		Excels/ Role Model
11. Strategically aligns projects to the goals of the company.	15	4.60	100.0		40%		60%	
12. Creates strategies that significantly benefit the Company.	15	4.27	100.0		73%			27%
13. Pursues strategic alliances with valued partners.	15	4.33	100.0		67%			33%
14. Educates team members on emerging trends and their implications for current projects or goals.	15	3.93	73.3	27%		53%		20%
15. Develops a plan and strategy for each functional area within the mission statement.	14	3.64	57.1	14%	29%	36%		21%

Comments:

- Is sincerely a role model for everything one would look for in a role model as a team member.
- I wish I had 5 more years to learn from _____. He teaches me with every interaction.
- He has high expectations of us as staff and of our volunteer team so that we are providing exceptional experiences every time.
- _____ uses his available resources including the technical specialist and supervisors to aid in decision making processes, to help support our laboratory and move it forward in process improvement.
- Need to continue to take action when needed, although have improved. . .
- I know I can always count of _____ to offer his true opinion and be supportive in any efforts or initiatives I'm passionate about.

Administrative Skill

Summary Scores



16. Has strong technical/computer skills.



17. Keeps track of document updates and revisions to ensure the most current version is readily available while preserving earlier versions if needed.



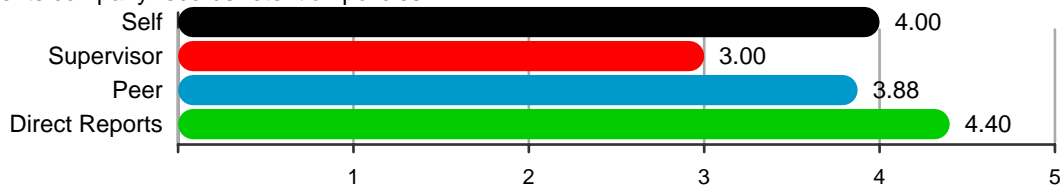
18. Displays a professional presence when interacting with others.



19. Answer phone calls and direct calls to appropriate parties or take messages.



20. Implements company records retention policies.



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).

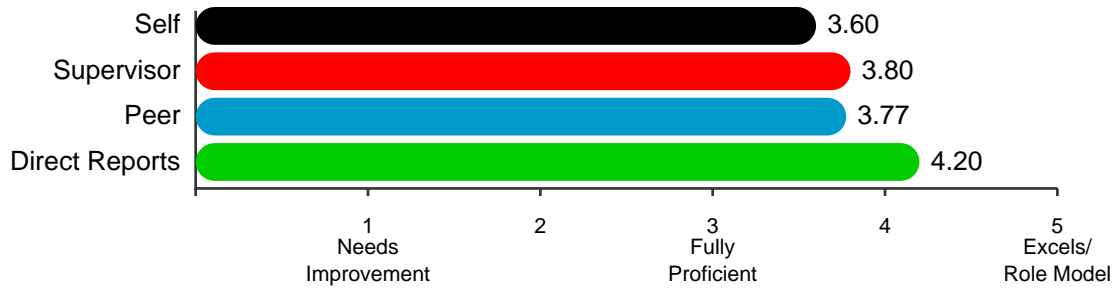
Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
16. Has strong technical/computer skills.	15	4.33	86.7	13%	40%	47%	
17. Keeps track of document updates and revisions to ensure the most current version is readily available while preserving earlier versions if needed.	15	4.27	93.3	7%	60%	33%	
18. Displays a professional presence when interacting with others.	14	4.00	92.9	7%	86%	7%	
19. Answer phone calls and direct calls to appropriate parties or take messages.	14	4.14	85.7	7%	7%	50%	36%
20. Implements company records retention policies.	15	4.00	66.7	7%	27%	27%	40%

Comments:

- _____ has good communication skills and works collaboratively within as well as outside his department to improve processes that benefit the organization.
- _____ needs no improvement
- He is both the manager and the interim director for the service line.
- 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.
- I do not always receive constructive criticism. Constructive criticism helps me grow as an effective team member.
- He is quick to recognize when employees are not the right fit for their position and takes action (even when/if this results in discomfort for the team affected and/or if this action results in added work for her).

Achievement

Summary Scores



21. Works at a quick pace to complete a high volume of work.



22. Pushes beyond comfort zones to drive breakthroughs and achieve ambitious outcomes.



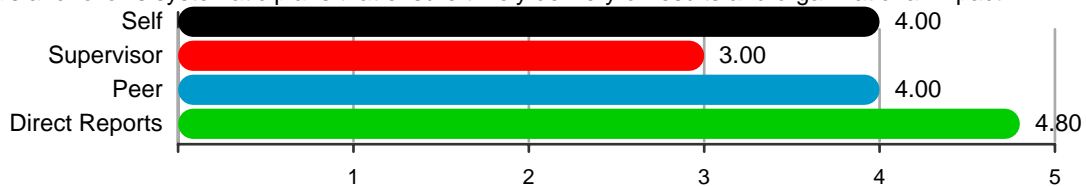
23. Encourages goal-setting that balances difficulty and achievability.



24. Completed required training and certification.



25. Develops and follows systematic plans that ensure timely delivery of results and organizational impact.



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).

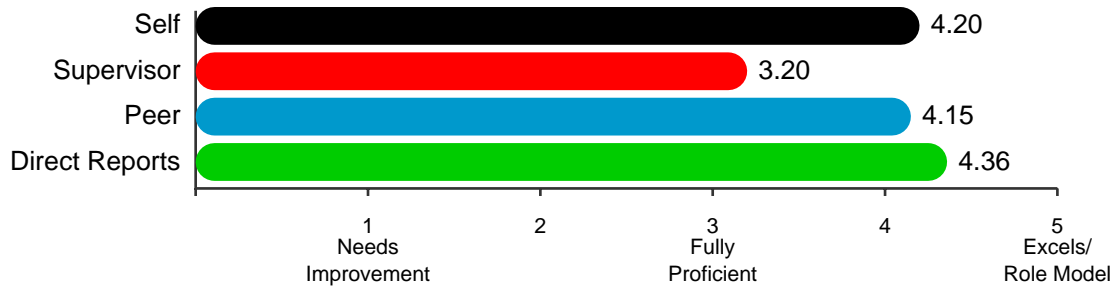
Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
21. Works at a quick pace to complete a high volume of work.	15	4.00	66.7	13%	20%	20%	47%
22. Pushes beyond comfort zones to drive breakthroughs and achieve ambitious outcomes.	15	3.47	53.3	13%	33%	47%	7%
23. Encourages goal-setting that balances difficulty and achievability.	15	3.60	66.7	13%	20%	60%	7%
24. Completed required training and certification.	15	4.27	86.7	7%	7%	40%	47%
25. Develops and follows systematic plans that ensure timely delivery of results and organizational impact.	15	4.20	80.0	7%	13%	33%	47%

Comments:

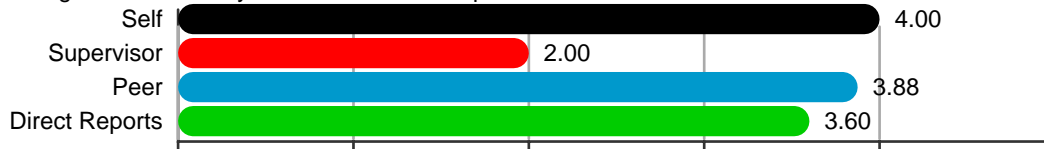
- Positive energy and a team player.
- _____ demonstrates his passion of taking great care of the customers and focuses his team to ensure they are demonstrating excellent customer service.
- _____ always stays customer and community focused. He's also an excellent collaborator and always supportive and positive with others.
- _____ takes people where they want to go and pushes them to be their own success.
- I like it when a supervisor checks-in with me on my work progress and takes the time to review my work(which _____ does and excellent job of). But when the opportunity arises, sometimes I like it when a supervisor takes the time to sit down with me on a project and workside-by-side to get to a solution.
- 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.

Managing Risk

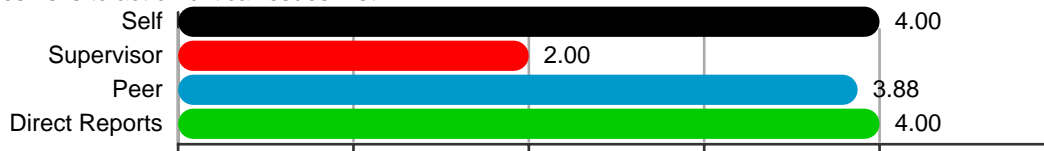
Summary Scores



26. Offers training to reduce safety incidents in the workplace.



27. Prioritizes risks to act on critical issues first.



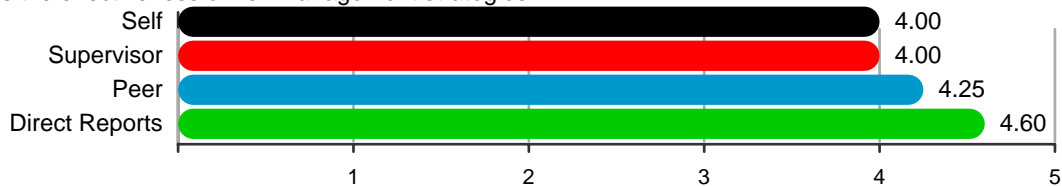
28. Creates a risk management strategy for the organization.



29. Uses Monte Carlo Risk Simulations and decision analytics to create the best possible strategic decisions.



30. Monitors the effectiveness of risk management strategies.



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).

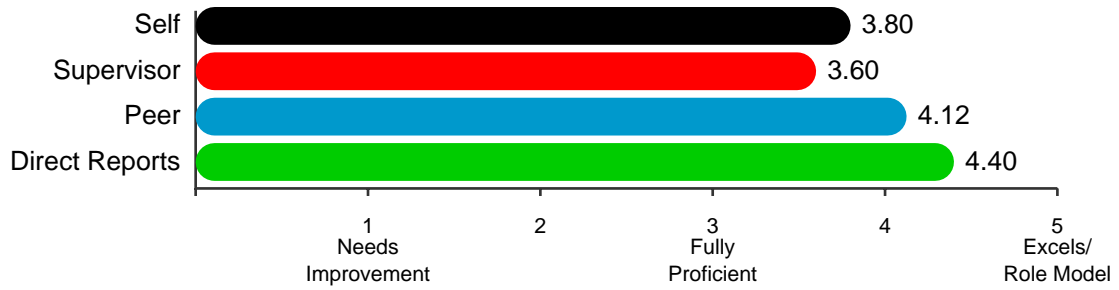
Item	n	Avg	LOA	Needs Improvement		Fully Proficient		Excels/ Role Model
26. Offers training to reduce safety incidents in the workplace.	15	3.67	66.7	20%	13%	47%		20%
27. Prioritizes risks to act on critical issues first.	15	3.80	73.3	20%	7%	47%		27%
28. Creates a risk management strategy for the organization.	15	4.33	86.7		13%	40%		47%
29. Uses Monte Carlo Risk Simulations and decision analytics to create the best possible strategic decisions.	15	4.67	100.0			33%		67%
30. Monitors the effectiveness of risk management strategies.	15	4.33	100.0			67%		33%

Comments:

- Our organization is a better place because of his and his future focus.
- I appreciate his perspective and guidance on a variety of things.
- He keeps focused on things that are important for his department to run smoothly.
- Be willing to lean into exploring change. When interacting with clients, error on the side of keeping it professional.
- He will always take the time to discuss all customer service issues that may arise or are brought to his attention.
- Shows curiosity.

Global Perspective

Summary Scores



31. Demonstrates a curiosity about diverse individuals and cultures.



32. Volunteers for experiences and assignments abroad.



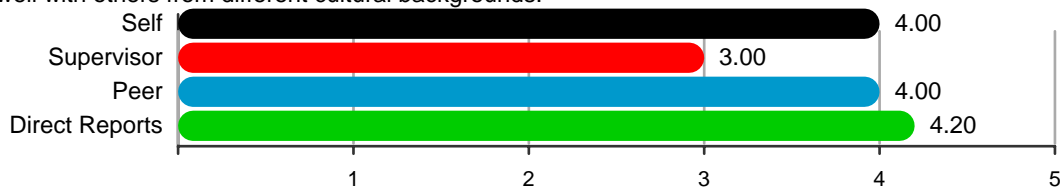
33. Respects individual differences.



34. Creates an environment where individual differences are valued and supported.



35. Works well with others from different cultural backgrounds.



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. Demonstrates a curiosity about diverse individuals and cultures.	15	4.07	80.0	20%	53%	27%
32. Volunteers for experiences and assignments abroad.	15	4.47	100.0		53%	47%
33. Respects individual differences.	15	4.13	80.0	20%	47%	33%
34. Creates an environment where individual differences are valued and supported.	15	4.13	86.7	13%	60%	27%
35. Works well with others from different cultural backgrounds.	15	4.00	80.0	20%	60%	20%

Comments:

- We actively look for opportunities to serve and ways to improve our service. Communication and engagement are key elements of our strategy.
- _____ is a good leader because he gives examples through his own behavior.
- Very knowledgeable in information technology and uses his knowledge well to assist with issues and or teaches team.
- _____ is an effective, responsive leader and embodies the core values of the organization. Furthermore, he is clearly advocating for customers' best interest at all times.
- I appreciate that _____ promotes within, asks staff if they are interested in an opportunity within the department. I feel that this motivates, engages and encourages staff.
- _____ demonstrates a vast amount of knowledge and wisdom as a leader.

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?

- _____ is extremely supportive of his staff with their assigned directors/managers. Several times during the budget process, questions arose from the director where they questioned how something had been budgeted or the process. He supported me by making time to go to the meetings with myself and the director. I greatly appreciated this.
- _____ is a great partner in Systems Implementation.
- _____ has a clear process for hiring which has aided his in building an amazing team.
- _____ is very approachable and friendly, but will stand firm when pushed. It is nice to know that you can rely on _____ to stand his ground and take care of his employees / department.
- He has been and is a mentor for me.
- _____ has not been afraid to make difficult decisions to improve customer service. He is keenly aware of the strengths of those around him and ensures a good fit between demonstrated performance and tasks.

What do you like best about working with this individual?

- In many cases, not in all, he could benefit from wider input from the team rather than a position of: 'I discussed this with the boss and he approved it.'
- He aligns himself to assist, teach, support, coach and lead standing beside you. It's a real talent--it's who he is.
- _____ takes the time to understand his team and the strengths that each team member brings to the organization.
- He is decisive about budgets, emergency preparedness, and safety.
- He completes complex, multi-faceted tasks efficiently and involves essential staff which generates support and positive momentum.
- He will always be able to state that he did everything he could, he gives this job his all!

What do you like least about working with this individual?

- _____ has been very supportive as a supervisor.
- He can always be counted on to do what he commits to.
- _____ is very committed to the growth of [CompanyName] and adaptable to the various changes within.
- _____ At all times involved not only the employee but different perspectives in his work, so important in our role, to understand the customer's perspectives.
- I truly enjoy working with _____. He is a great worker who is clear in his direction/expectations and provides valuable insight when asked. I have worked with him on several conceptual projects and he has been a valued team member every time.
- You need to put yourself in a leadership role. Lead by your positivity and encouragement of others.

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

- _____ has also come down to help our department when we have been very busy and needed help.
- I value _____'s insight, knowledge and assistance on complex issues. He is a great team member.
- Provide regular updates on the progress of work/tasks/projects.
- _____ is extremely professional and has strong communication. He is always looking for process improvement opportunities and engages his staff and other leaders in the process.
- _____ pushes me to be more involved in committees, such as the customer satisfaction committee. When motivating the group has been a struggle, _____ has stepped in and redirected the conversations. This redirection has resulted in good dialogue with the group.
- He has a broad vision across all spectrums of the dynamics within services, from the customers, to staff and managers.

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

- _____ is very approachable and friendly, but will stand firm when pushed. It is nice to know that you can rely on _____ to stand his ground and take care of his employees / department.
- _____ sets high standards for those he works with and expects the same of herself.
- _____ is an excellent role model. He received the Employee Excellence Award this past year and also advanced certification, so he obvious is very motivated! Thank you for allowing me to participate in his evaluation.
- _____ is a solid performer knows his stuff.
- _____ took over supervising an employee due to a difficult situation. He worked closely with HR to ensure his treatment of this individual was consistent and fair.
- Isn't afraid to ask the tough questions to get people to think outside of their box.

Any final comments?

- I think _____ is doing to great job! The learning curve is steep and he is growing to meet the challenge.
- _____ is fully on board with engaging our staff in continuing improvements. I can see great improvements in team development.
- _____ is respected by the team and they openly seek out his advise or opinion.
- When _____ was the manager of engineering he identified areas that needed improvement and implemented the changes to improve the department. The impressive part. By working collaboratively with the team He was able to raise the departments moral while implementing those changes. _____ is an engaged Leader.
- _____ has a high level of integrity and makes decisions based on what is the right thing to do regardless of the resistance he may receive from his peers.
- I really enjoy working with _____ and I respect his as a leader and role model.