



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.

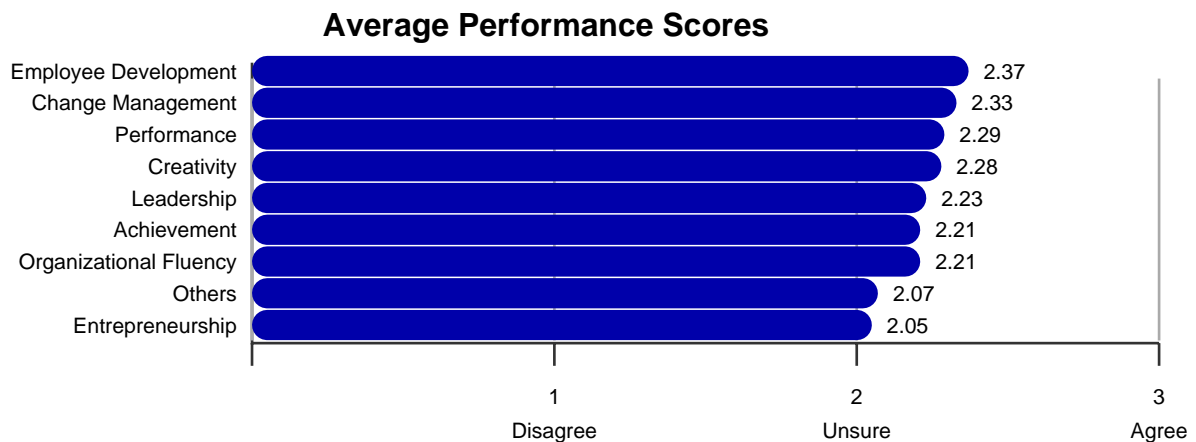
What to Do with Your Feedback

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

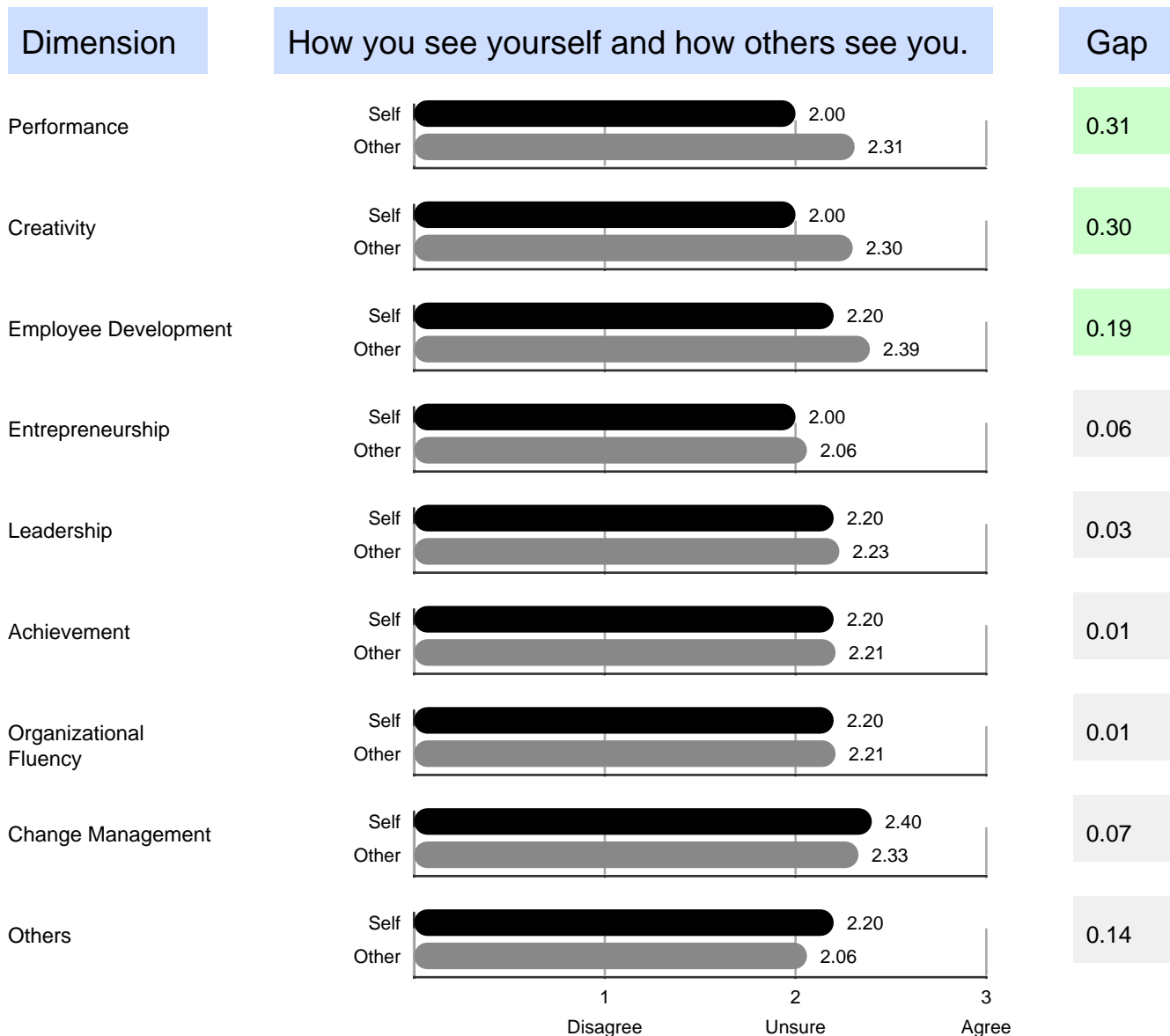
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 9 major dimensions of leadership.

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

Definition:

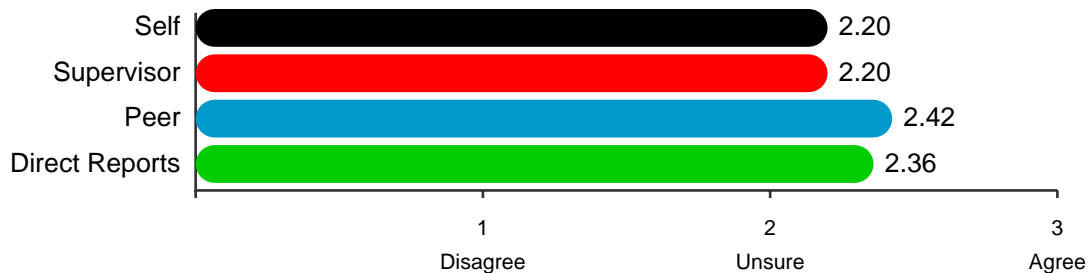
Employee Development is a strategic, organization-wide commitment to cultivating employee growth through needs-based assessments, relevant and well-resourced training, and clearly aligned opportunities that support both individual advancement and business objectives. It encompasses comprehensive onboarding, career and succession planning, coaching, mentorship, job enrichment, cross-training, and management development—ensuring employees are aware of and supported in accessing diverse pathways for learning and promotion. By integrating employee input, aligning development goals with company strategy, and promoting internal mobility, Employee Development fosters a culture of continuous improvement, leadership cultivation, and institutional resilience.

Why this is Important:

Employee Development is essential for organizations because it directly fuels performance, engagement, and long-term resilience. By aligning training with strategic goals, cultivating internal talent through coaching, mentorship, and promotion, and offering relevant, well-communicated opportunities for growth, companies build a workforce that is both capable and committed. This not only reduces turnover and strengthens leadership pipelines, but also fosters a culture of continuous learning--where employees feel valued, challenged, and equipped to adapt to evolving business needs.

Summary Scores:

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



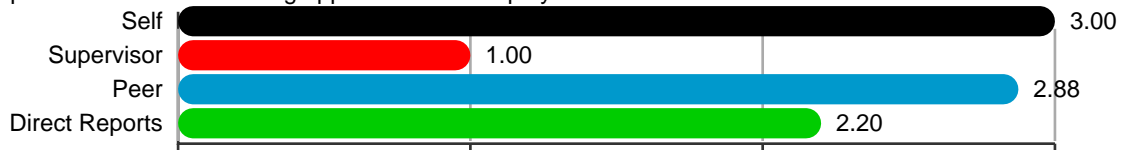
Scores on Each Item:

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

1. Involves employees in goal-setting and performance evaluation to deepen their connection to organizational success.



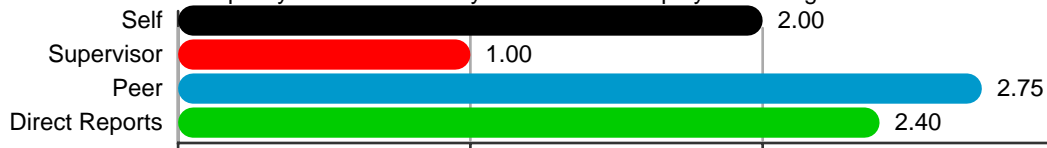
2. Actively promotes available training opportunities to employees.



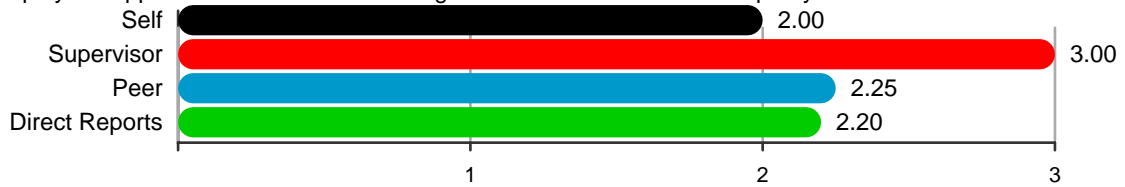
3. Nurtures leadership potential through targeted development programs and project leadership opportunities.



4. Uses customer feedback or quality metrics to identify areas where employee training is needed.



5. Gives employees opportunities to shadow colleagues in other roles to build empathy and teamwork.



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. Involves employees in goal-setting and performance evaluation to deepen their connection to organizational success.	15	2.27	33.3	7%	60%	33%
2. Actively promotes available training opportunities to employees.	15	2.53	73.3	20%	7%	73%
3. Nurtures leadership potential through targeted development programs and project leadership opportunities.	15	2.33	40.0	7%	53%	40%
4. Uses customer feedback or quality metrics to identify areas where employee training is needed.	15	2.47	53.3	7%	40%	53%
5. Gives employees opportunities to shadow colleagues in other roles to build empathy and teamwork.	15	2.27	40.0	13%	47%	40%

Comments:

- He has positive energy, leads by example, and cares about teammates.
- _____ likes to finish one thing before going on to the next. Sometimes that can be viewed as not being a team player when there are many projects going on at once.
- _____ is very busy and it is sometimes difficult to find time with him to get the direction needed to move forward.
- He is open to suggestions given him that may improve our workflow processes and offers very good ideas and feedback when a problem or concern is brought to his attention.
- _____ is a knowledgeable professional committed to improvement and quality. _____ shows his expertise in meetings and conversations, is helpful and solves problems effectively.
- _____ 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.

Creativity

Definition:

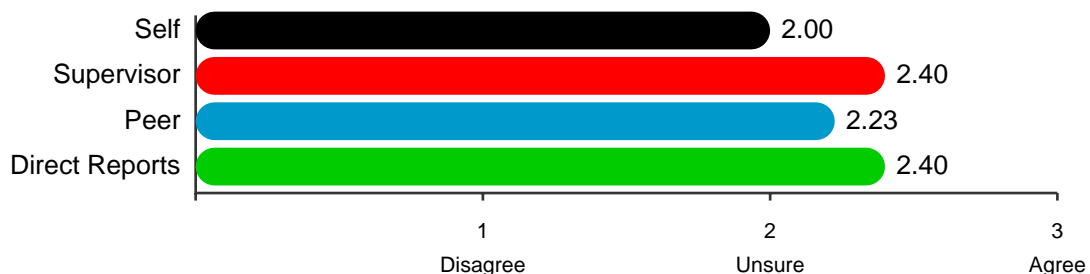
Creativity is the ability to generate original, valuable ideas by drawing on reflection, imagination, and continuous learning. It thrives in environments that are supportive, open to diverse perspectives, and structured to stimulate exploration, risk-taking, and thoughtful contemplation. Creative leaders not only develop their own ideas but also cultivate the creative potential of others through collaboration, inspiration, and cross-functional networking. True creativity adds value by producing innovative, unique solutions that are implemented, evaluated, and refined to solve real problems and drive meaningful impact.

Why this is Important:

Creativity is essential for organizations because it fuels innovation, adaptability, and long-term relevance in a rapidly changing world. When creativity is cultivated across dimensions—through reflection, imagination, learning, and collaboration--it enables teams to generate original ideas, implement them effectively, and evaluate their impact. Organizations that support creativity not only inspire their workforce but also unlock unique, valuable solutions that solve problems, add strategic value, and differentiate them in the marketplace. By embedding creativity into culture, leadership, and systems, companies position themselves to evolve, thrive, and lead with purpose.

Summary Scores:

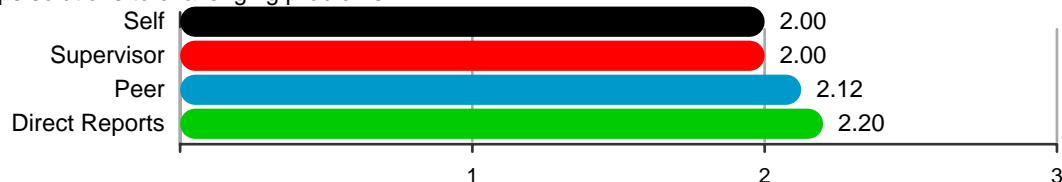
The summary scores shown here are an average of each of the items in this competency.



Scores on Each Item:

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

6. Develops solutions to challenging problems.



7. Introduces tools and frameworks that support creative thinking.



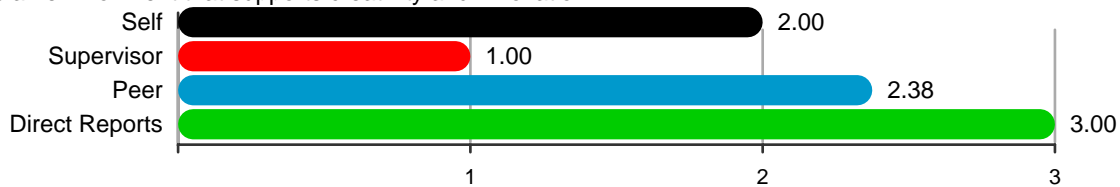
8. Provides constructive criticism as critiques of newly created ideas/products.



9. Able to innovate valuable ideas to solve problems.



10. Creates an environment that supports creativity and innovation.



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	Unsure	Agree
				1 1	2 2	3 3
6. Develops solutions to challenging problems.	15	2.13	33.3	20%	47%	33%
7. Introduces tools and frameworks that support creative thinking.	15	2.07	26.7	20%	53%	27%
8. Provides constructive criticism as critiques of newly created ideas/products.	15	2.33	40.0	7%	53%	40%
9. Able to innovate valuable ideas to solve problems.	15	2.40	53.3	13%	33%	53%
10. Creates an environment that supports creativity and innovation.	15	2.47	60.0	13%	27%	60%

Comments:

- At times I feel like _____ does not hear or seek out information from the entire team prior to make a judgement or decision. This can be interpreted as non caring and that someone's opinion does not matter.
- I think we have a great team. _____ does his best to accommodate the needs of staff which in turn helps the morale stay high in our department.
- He has made improvements in organizing my time and meeting deadlines. However, he still sometimes get bogged down in process and needs to just make decisions.
- I appreciate his dedication to the department employees.
- I can depend on him with whatever is needed.
- _____ is a good leader and delegates effectively. He provides clear expectations and deadlines and adequate support to complete tasks.

Leadership

Definition:

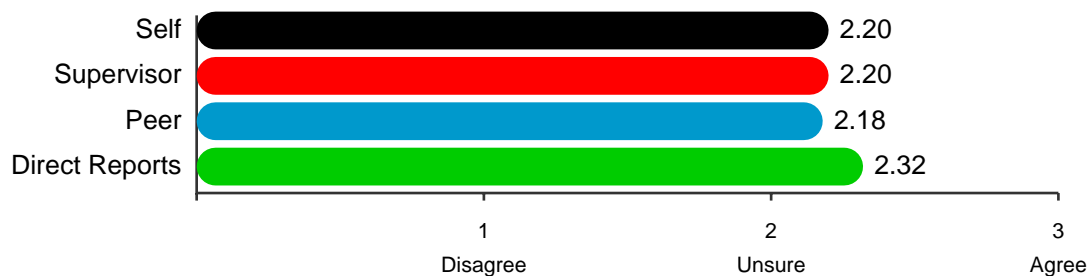
Leadership is the ability to guide and influence others through effective communication, inspiration, and decisive action, while upholding integrity and setting clear expectations to achieve organizational goals. A strong leader fosters accountability, empowers their team, and leads by example, creating an environment of trust, development, and collaboration. By demonstrating emotional intelligence, resilience, and transparency, leaders align efforts, recognize achievements, and drive high performance while mentoring and coaching individuals to reach their full potential.

Why this is Important:

Effective leadership ensures clear communication, alignment of goals, and empowerment of employees, which enhances productivity and innovation. By demonstrating emotional intelligence, accountability, and resilience, leaders build trust, inspire high performance, and create an adaptable environment that positions organizations to thrive in competitive and ever-changing landscapes.

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.

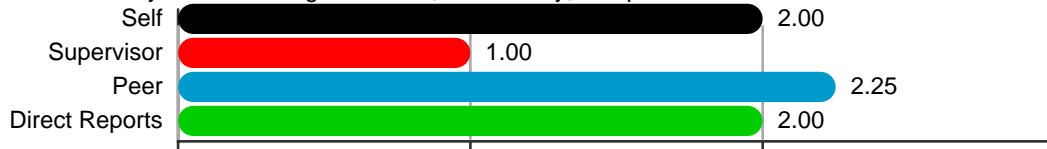
11. Able to conceptualize, organize, staff and manage a program with results.



12. Is transparent in all communications.



13. Inspires confidence by demonstrating conviction, authenticity, and passion for ideas.



14. Influences others



15. Insists on clear, professional communication in all contexts.



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. Able to conceptualize, organize, staff and manage a program with results.	15	2.33	40.0	7%	53%	40%
12. Is transparent in all communications.	15	2.07	20.0	13%	67%	20%
13. Inspires confidence by demonstrating conviction, authenticity, and passion for ideas.	15	2.07	26.7	20%	53%	27%
14. Influences others	15	2.27	40.0	13%	47%	40%
15. Insists on clear, professional communication in all contexts.	14	2.43	50.0	7%	43%	50%

Comments:

- Communication to entire team is excellent and helps engage all staff. _____'s visibility to his team has been very positive.
- _____ was very involved in the project and was committed to ensuring that the changeover went well and that we had thought through the process systematically.
- _____ has been the best manager by far we have had in this department. He encourages personal growth with making sure we have time to attend classes offered to us.
- Collaboration with other departments and stakeholders is inconsistent. When asked questions about items, he sometimes comes across as defensive, even though the question or clarification is truly needed by the requestor. He seems hesitant to ask for feedback, review, or help.
- He is supportive of the decisions that I make as a leader and ensures that I keep on track with my goals.
- I appreciate _____'s calm demeanor, his listening skills, and that he typically demonstrates that I have his full attention when we are in meetings.

Performance

Definition:

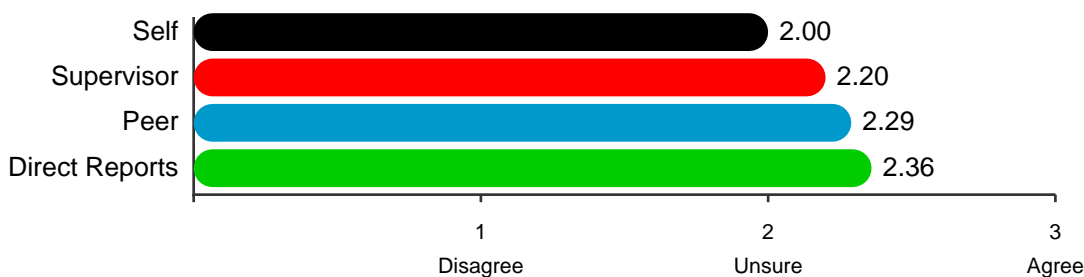
Maintains high level of performance.

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:

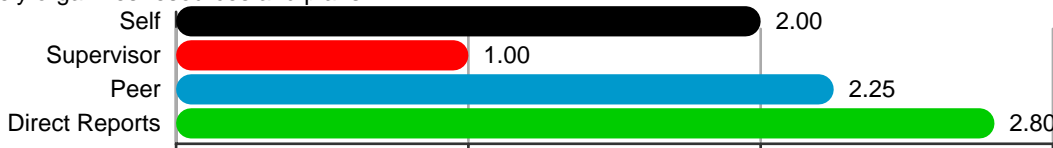
The summary scores shown here are an average of each of the items in this competency.



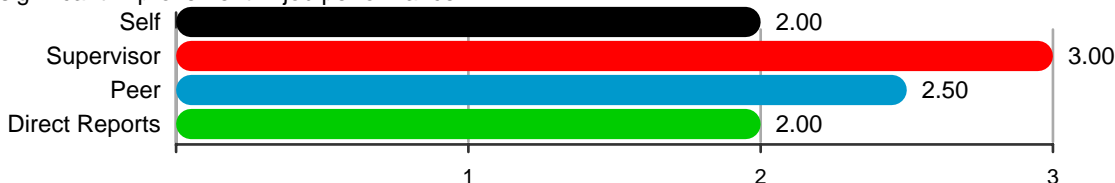
Scores on Each Item:

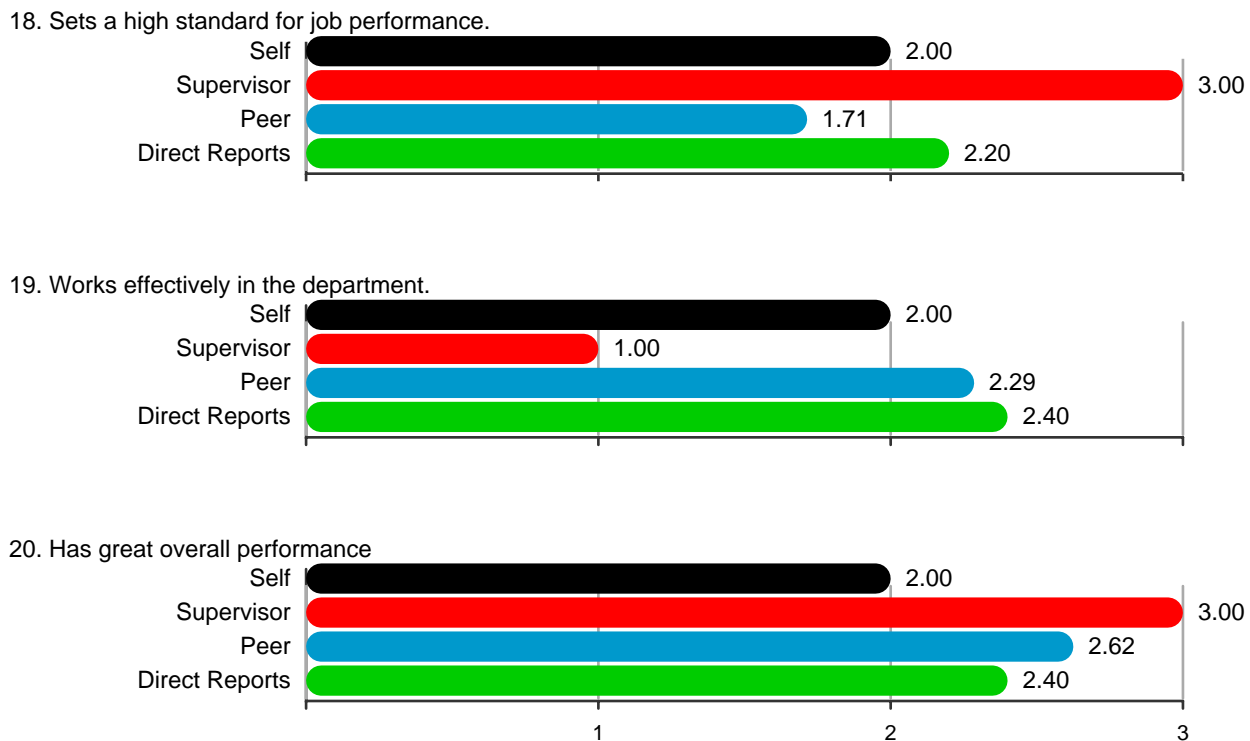
The scores for each of the items in this competency are shown below.

16. Effectively organizes resources and plans



17. Shown significant improvement in job performance.





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. Effectively organizes resources and plans	15	2.33	46.7	13%	40%	47%
17. Shown significant improvement in job performance.	15	2.33	40.0	7%	53%	40%
18. Sets a high standard for job performance.	14	2.00	14.3	14%	71%	14%
19. Works effectively in the department.	14	2.21	42.9	21%	36%	43%
20. Has great overall performance	15	2.53	60.0	7%	33%	60%

Comments:

- The work we do is focused on the people so often that we forget to mention the entire reason is all about the customer.
- _____ excels at keeping in touch with all aspects of their job, and our jobs.
- Having a routine for schedule and coming to office more frequently
- He is approachable and easy to talk to. In every interaction he is honest, encouraging, a great listener, and very supportive.
- My only constructive feedback would be better communication on what he's doing and why and how it may impact others would be appreciated.
- _____'s team has great respect for him and he actively engages his staff to help them develop their skills to ensure that they are achieving their long term goals. He has worked with many different teams over the years and the management teams that he partners with have great respect for him and value his input.

Change Management

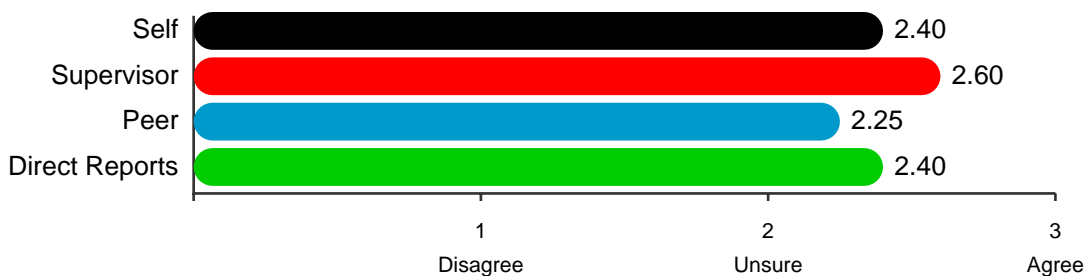
Definition:

Change management is the structured approach to transitioning individuals, teams, and organizations from current practices to new processes by creating awareness, communicating vision, and establishing clear goals for change. It requires proactive planning, stakeholder involvement, coalition-building, and incentivizing adoption while addressing resistance and fostering agility in evolving environments. Through monitoring, adapting strategies, and providing support and training, effective change management ensures seamless implementation, long-term success, and sustained organizational growth.

Why this is Important:

Summary Scores:

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



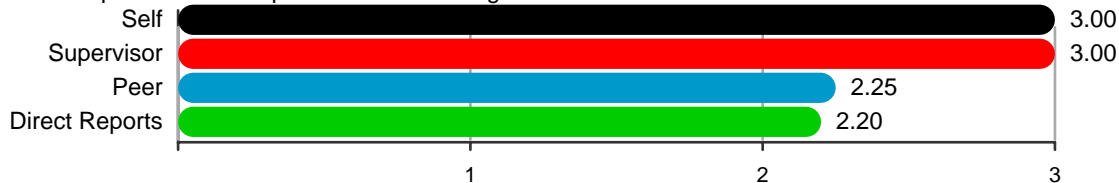
Scores on Each Item:

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

21. Assesses market trends to determine the changes needed to maintain profitability.



22. Facilitates the implementation of production line changes.





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. Assesses market trends to determine the changes needed to maintain profitability.	15	2.60	66.7	7%	27%	67%
22. Facilitates the implementation of production line changes.	15	2.33	40.0	7%	53%	40%
23. Demonstrates agility in leadership by responding to changing situations.	15	2.07	20.0	13%	67%	20%
24. Is authentic and transparent in communications about the need for changes.	15	2.40	53.3	13%	33%	53%
25. Creates a compelling vision that helps employees connect emotionally with the changes needed.	15	2.27	53.3	27%	20%	53%

Comments:

- _____ has an open door policy, when in the office, and encourages staff to set up appointments with his when he has many meetings throughout his week.
- _____ is an expert in process improvement and has moved into a role that will allow him to continuously learn and grow.
- He has always been a great resource for me and my areas of responsibility providing us with the support we need to function.
- He values our feedback and takes our recommendations seriously.
- Shared decision making, transparency in communication, and accountability have all contributed to an improved work environment.
- _____ is a great manager. Very supportive of his staff.

Achievement

Definition:

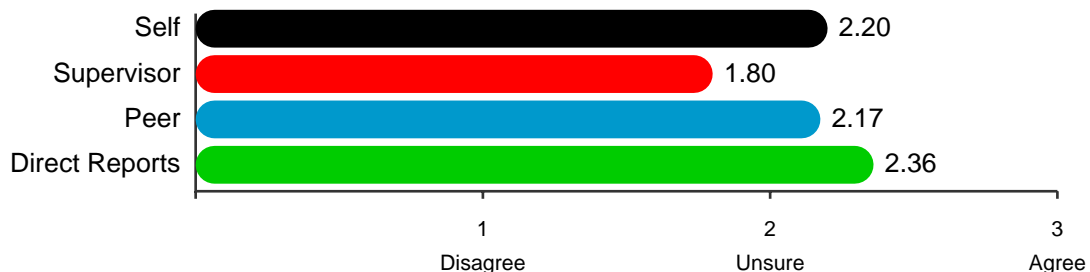
Achievement: a consistent drive to set and attain challenging goals, a strong desire to improve performance, and a commitment to excellence. It involves accomplishing tasks efficiently, responding to setbacks as opportunities for growth, maintaining a strong pace, and demonstrating strategic risk-taking to improve outcomes and the bottom line. Through resource allocation, adherence to best practices, and goal completion, achievement drives success by fostering continuous improvement, optimizing performance, and ensuring impactful contributions to an organization's progress.

Why this is Important:

Achievement is essential for organizations and companies because it drives productivity, innovation, and long-term success. By maintaining high standards, adhering to best practices, and strategically aligning individual and team goals with company objectives, employees contribute to consistent performance and measurable results. Organizations that foster a culture of achievement encourage efficiency, resilience in the face of setbacks, and thoughtful risk-taking, all of which lead to improved outcomes and a stronger bottom line.

Summary Scores:

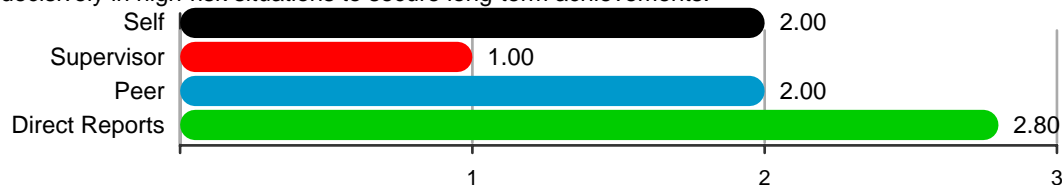
The summary scores shown here are an average of each of the items in this competency.



Scores on Each Item:

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

26. Moves decisively in high-risk situations to secure long-term achievements.



27. Embraces bold, well-considered decisions to unlock new opportunities and growth.



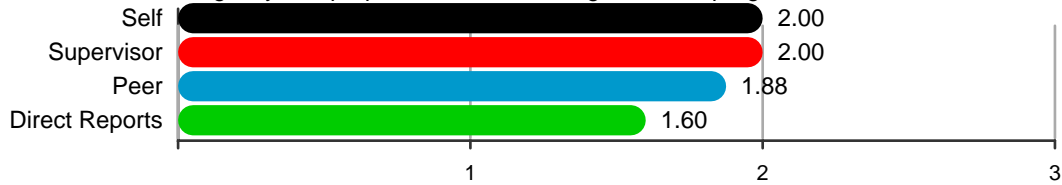
28. Navigates uncertainty with confidence.



29. Created impactful reports for the re-organization committee.



30. Instills a shared sense of urgency and purpose in others, driving collective progress.



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
26. Moves decisively in high-risk situations to secure long-term achievements.	15	2.20	33.3	13%	53%	33%
27. Embraces bold, well-considered decisions to unlock new opportunities and growth.	15	2.00	26.7	27%	47%	27%
28. Navigates uncertainty with confidence.	15	2.47	53.3	7%	40%	53%
29. Created impactful reports for the re-organization committee.	15	2.60	60.0		40%	60%
30. Instills a shared sense of urgency and purpose in others, driving collective progress.	15	1.80	13.3	33%	53%	13%

Comments:

- He has also greatly improved his communication.
- _____ is very supportive and knows his area of expertise. He is a pleasure to work with.
- He challenges me every day to be my best and I appreciate that.
- _____ demonstrates a vast amount of knowledge and wisdom as a leader.
- _____ has been excellent about obtaining feedback and our opinions about system and program changes.
- I appreciate his helpful and cheerful outlook!

Others

Definition:

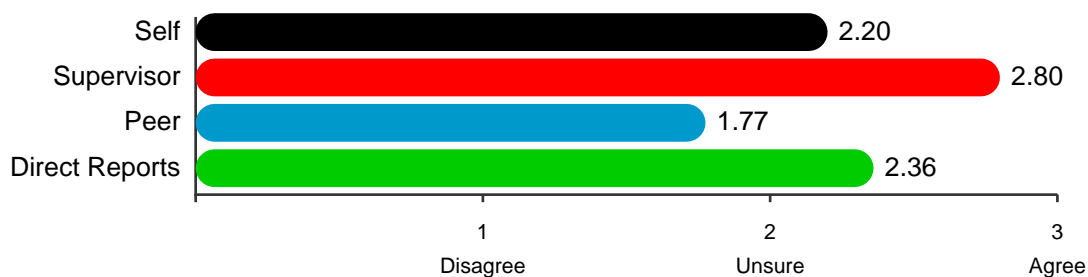
Works well with other employees.

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:

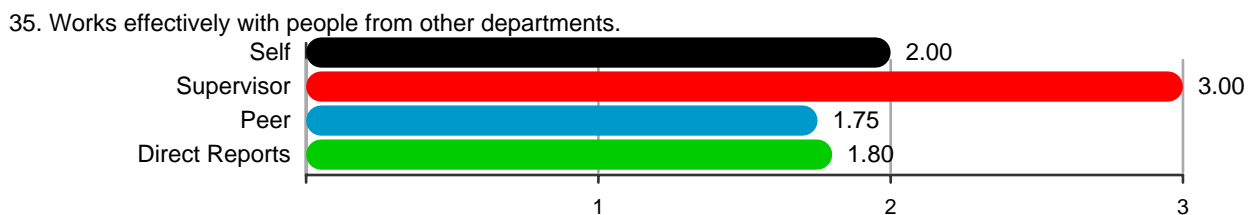
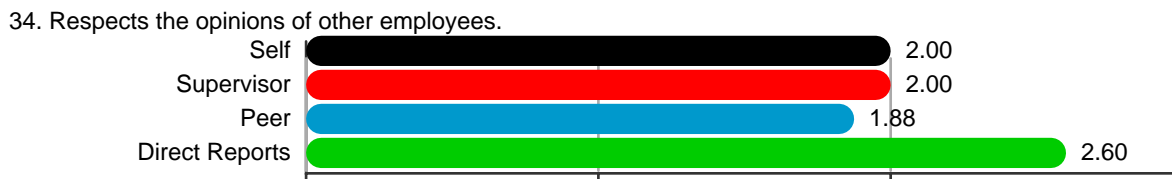
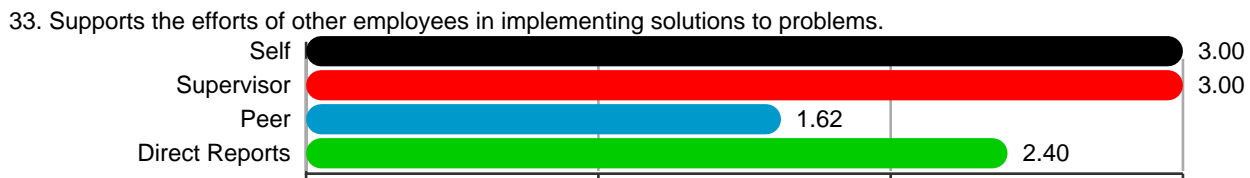
The scores for each of the items in this competency are shown below.

31. Treats others with respect and dignity.



32. Able to see issues from others' perspectives.





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
31. Treats others with respect and dignity.	15	2.13	33.3	20%	47%	33%
32. Able to see issues from others' perspectives.	15	2.13	33.3	20%	47%	33%
33. Supports the efforts of other employees in implementing solutions to problems.	15	2.07	33.3	27%	40%	33%
34. Respects the opinions of other employees.	15	2.13	26.7	13%	60%	27%
35. Works effectively with people from other departments.	15	1.87	20.0	33%	47%	20%

Comments:

- He has inspired a new meaning of professionalism in the time he has spent here and can be counted on to advocate for the profession in all he says and does.
- I appreciate his assignments of employee strengths and responsibilities for the best of our departments and other departments
- _____ continues to develop his knowledge about the industry and applies it to the customer experience and staff workflow to improve outcomes.
- He is kind, respectful, and a good listener. I can always discuss my concerns with him and he is never judgmental, but gives me honest and helpful feedback.
- He cares deeply about the engagement of his staff and has concern for those in need.
- He guides, influences, supports, facilitates his team towards the achievement of goals.

Entrepreneurship

Definition:

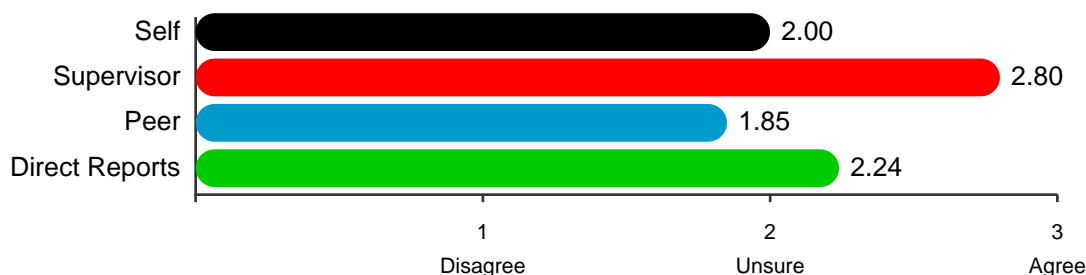
Ability to develop, manage, and expand business opportunities.

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.



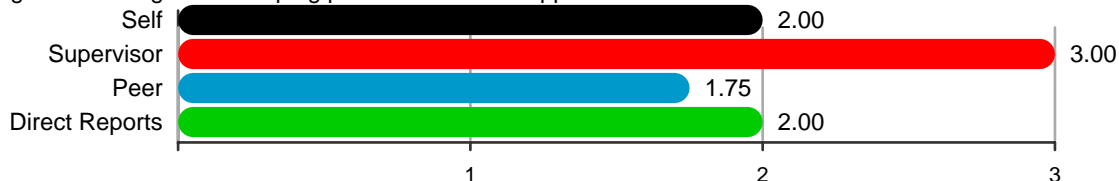
Scores on Each Item:

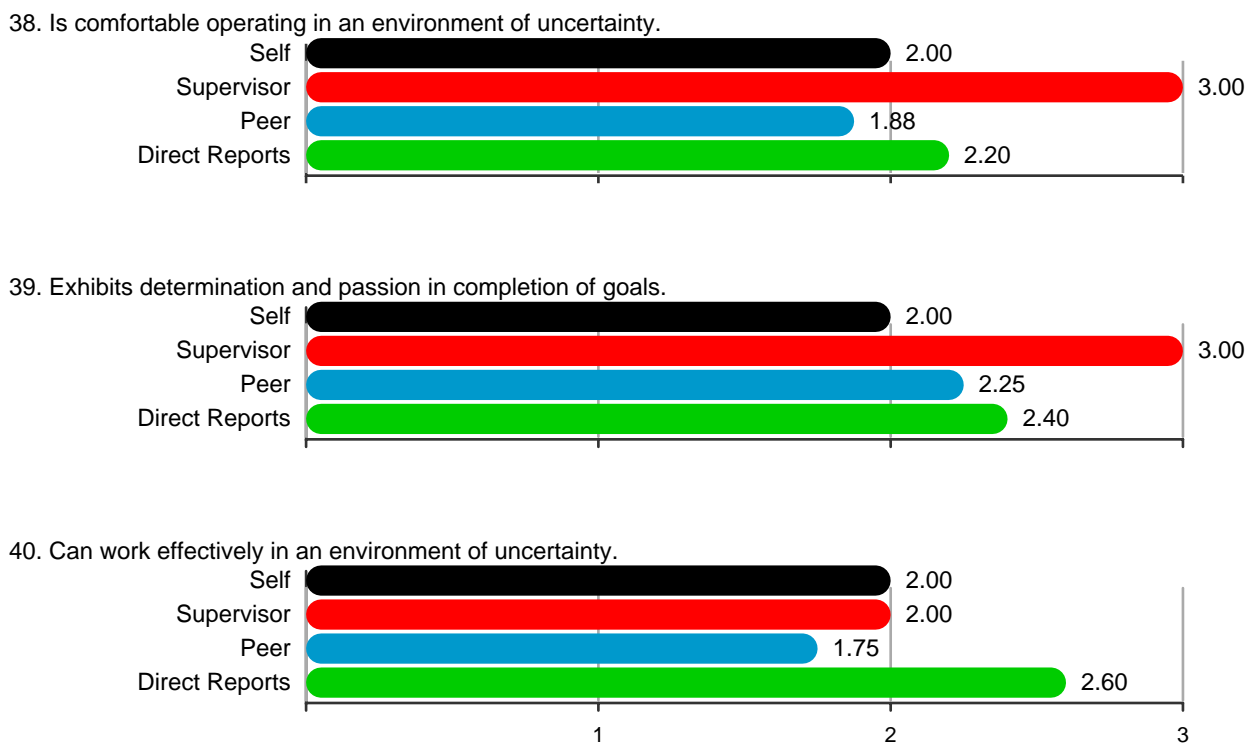
The scores for each of the items in this competency are shown below.

36. Seeks and utilizes mentors to help guide professional development.



37. Encourages risk taking for developing potential business opportunities.





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
36. Seeks and utilizes mentors to help guide professional development.	15	1.87	20.0	33%	47%	20%
37. Encourages risk taking for developing potential business opportunities.	15	1.93	13.3	20%	67%	13%
38. Is comfortable operating in an environment of uncertainty.	15	2.07	33.3	27%	40%	33%
39. Exhibits determination and passion in completion of goals.	15	2.33	33.3		67%	33%
40. Can work effectively in an environment of uncertainty.	15	2.07	33.3	27%	40%	33%

Comments:

- With his strengths as a specialist, he guides and allows for good collaborative discussion keeping the customer at the center.
- Communication to staff has greatly improved.
- _____ is very committed to the growth of [CompanyName] and adaptable to the various changes within.
- His professionalism, willingness to assist in any situation, and integrity are integral to our organizational effectiveness.
- He is an outstanding manager.
- I appreciate the honest evaluative feedback _____ provides for the staff in his area. This input helps immensely in the development of constructive development feedback for these professionals each year.

Organizational Fluency

Definition:

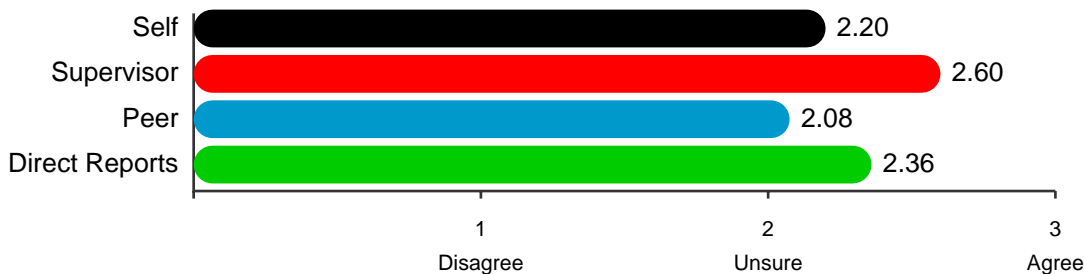
Able to work within the department/division/organization.
Understand how different parts of the business interact.

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.



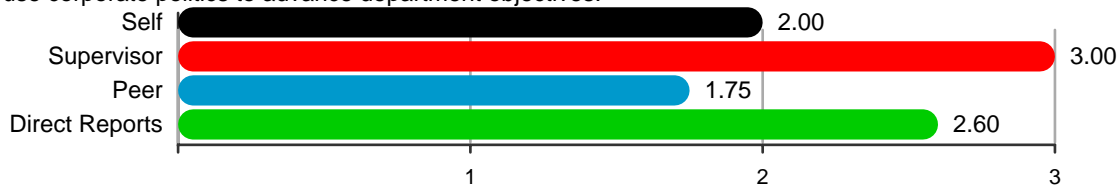
Scores on Each Item:

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

41. Gets things done through the department.



42. Able to use corporate politics to advance department objectives.



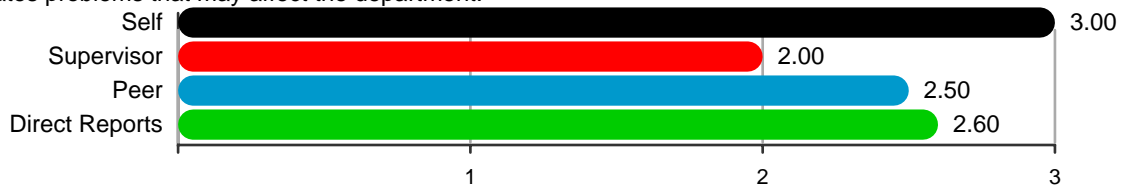
43. Adept at navigating within the culture of the department.



44. Understands departmental policies and procedures.



45. Anticipates problems that may affect the department.



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
41. Gets things done through the department.	15	2.00	26.7	27%	47%	27%
42. Able to use corporate politics to advance department objectives.	15	2.13	33.3	20%	47%	33%
43. Adept at navigating within the culture of the department.	15	2.20	40.0	20%	40%	40%
44. Understands departmental policies and procedures.	15	2.20	26.7	7%	67%	27%
45. Anticipates problems that may affect the department.	15	2.53	60.0	7%	33%	60%

Comments:

- _____ is reliable and effective communicator. He has done a great job in taking the team to better organization and follow through...executing on the many plans from service lines and throughout the system.
- Increase in confidence. Being willing to lean into the uncomfortable.
- Sometimes _____'s communication style is sarcastic which can be a distraction during meetings and decrease effectiveness.
- The role of interim director is new to _____ and since he is still learning that, it impacts his ability to make sound judgements in his daily work.
- _____ has great insights regarding individuals and relationships, as well as good ideas about processes.
- _____ is very adept at thinking and leading in Core Competency style and terms. He practices what [CompanyName] preaches.