



Feedback Results  
Your CompanyName Here  
2025

Sample Employee

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Results Generated by HR-Survey

November 2025

# Introduction

## What you will find in this report

This report contains the results of the feedback collected for you. These results are presented to help you identify your strengths, areas for development, and areas where your ratings may diverge with individuals providing you feedback.

We hope that you remember from your own experience how difficult it can be to provide others with this type of feedback, be open to considering their opinions, and be willing to use their feedback in your development.

## Goals of the 360 Degree Feedback

Multi-Source Feedback presents a more complete picture of an individual's behavior and performance by drawing information from different perspectives within the work environment. It gives recipients a resource to guide their development, and reviewers' additional input.

Feedback from multiple sources helps you in several ways, including increasing awareness of your strengths, how you are perceived by others in different roles, and providing input for your professional development.

## Receiving Feedback

Receiving feedback is a tremendous opportunity to discover how you are perceived by others which may be similar or dissimilar to how you perceive yourself. It is important to reflect on your feedback as a tool to help you set specific goals for professional development. This can be done when you see the feedback as it is, a perspective on where you may improve your performance and working relationships. It is important to realize that seeking and receiving constructive feedback is the only way we can see our "blind spots." This feedback may help us to understand the negative impact our actions may unintentionally have on others.

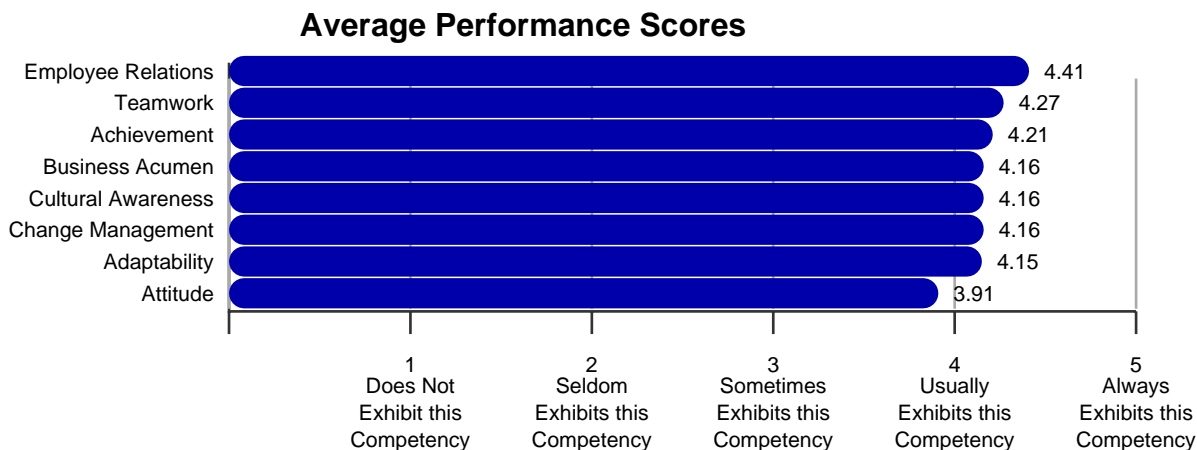
## What to Do with Your Feedback

Use your feedback to help you develop awareness and set goals for developing your effectiveness. This can be done if you see the feedback as multiple perspectives on where you are already strong or can improve in the defined areas of effectiveness.

# Summary

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

The summary scores for each dimension shown below were calculated by averaging all respondents' scores for all of the questions within that dimension. These dimension summary scores are sorted from high to low, with the highest shown at the top. The dimensions toward the bottom may need the most development.



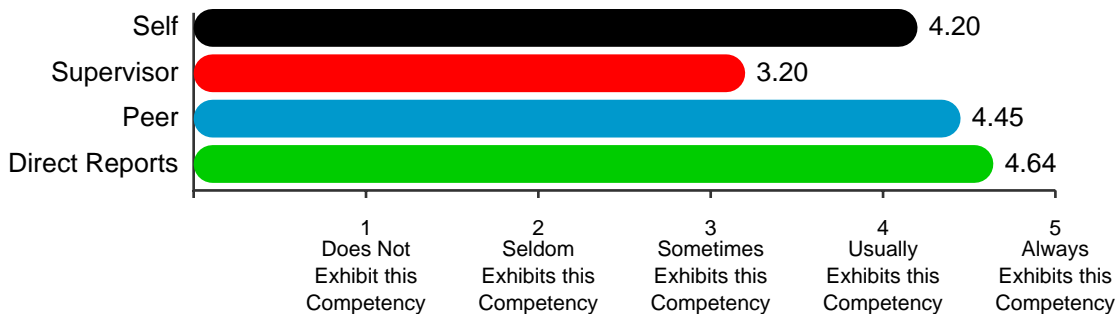
# Gap Analysis

The following table graphically displays the "Gap," or difference between your average rating on each competency (labeled "Self") and the average score of all other respondents (labeled "Others") who provided you with feedback. This can help you identify blind spots, or areas where you were rated more favorably by other respondents than by yourself. The Gaps for these competencies are colored in shades of green. Conversely, the graph can also help you identify your opportunities for improvement, or areas where you rated yourself higher than others did. The Gaps for these dimensions are colored in shades of red. The darker the shade of green or red, the larger the Gap. Finally, if a dimension's Gap is not shaded with a specific color, it indicates an area of agreement between yourself and others.



# Employee Relations

## Summary Scores



1. Is in regular contact with employees.



2. Resolves conflicts in a positive and constructive manner.



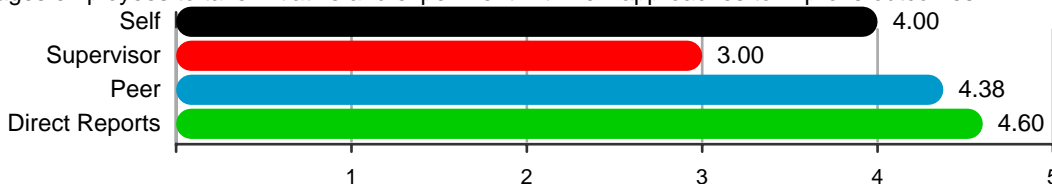
3. Has a basic understanding of the laws and regulations regarding employment and work.



4. Provides employees with training necessary to help their career advancement in the Company.



5. Encourages employees to take initiative and experiment with new approaches to improve outcomes.



## 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).

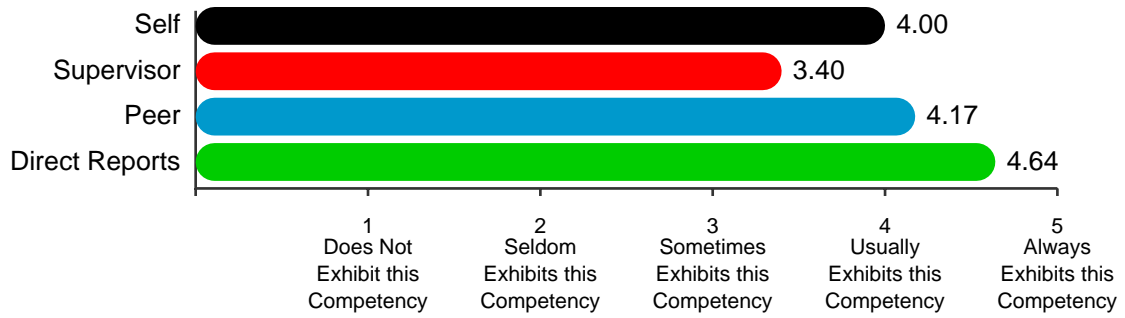
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
1. Is in regular contact with employees.	15	4.20	93.3	7%		67%		27%
2. Resolves conflicts in a positive and constructive manner.	15	4.87	100.0	13%		87%		
3. Has a basic understanding of the laws and regulations regarding employment and work.	15	4.27	93.3	7%		60%		33%
4. Provides employees with training necessary to help their career advancement in the Company.	15	4.40	86.7	13%		33%		53%
5. Encourages employees to take initiative and experiment with new approaches to improve outcomes.	15	4.33	93.3	7%		53%		40%

### Comments:

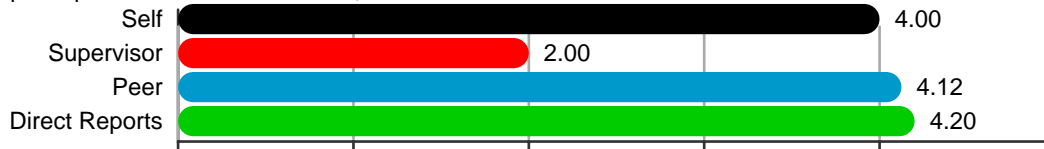
- \_\_\_\_\_ has grown a great deal this year as a director. I feel his communication style is a bit rough around the edges. I think he can come across as dismissive at times even though that may not be the intent. . Otherwise he is very reliable and has taken on some big initiatives that have been very successful.
- He is organized, kind, and extremely approachable.
- \_\_\_\_\_ is a great director to work with because he listens to understand and he balances the business and the HR needs before making decisions or rushing to a judgment.
- \_\_\_\_\_ is a very good leader. Detail oriented and conscientious about his team. These are two skills that help lead a team and stay on task of the data that is so central to our business.
- \_\_\_\_\_ has great communication skills and is a dependable member of the team.
- Allocates resources in advance to ensure the required work can be completed.

# Teamwork

## Summary Scores



### 6. Actively participates in the work of teams; seeks and listens to others' contributions



### 7. Facilitates effective teamwork during periods of change.



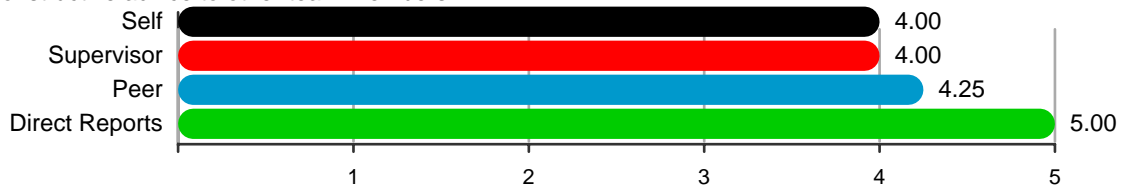
### 8. Encourages open communication



### 9. Coaches team members to work toward a common goal.



### 10. Gives constructive advice to other team members.



## Level of Skill

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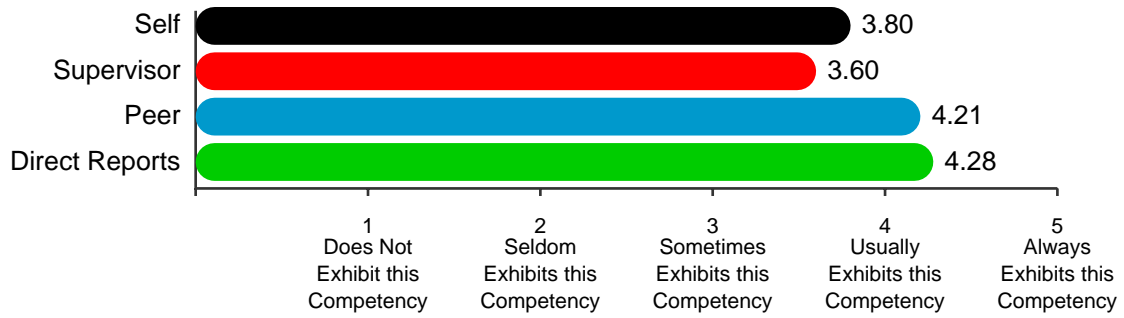
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
6. Actively participates in the work of teams; seeks and listens to others' contributions	15	4.00	80.0	7%	13%	53%	27%	
7. Facilitates effective teamwork during periods of change.	15	4.07	80.0		20%	53%	27%	
8. Encourages open communication	15	4.33	93.3	7%	47%	47%		
9. Coaches team members to work toward a common goal.	15	4.47	93.3	7%	40%	53%		
10. Gives constructive advice to other team members.	15	4.47	93.3	7%	40%	53%		

### Comments:

- Confidence is the only thing I think he needs to improve on.
- \_\_\_\_\_ has improved in the area of defining outcomes and expectations. I believe that without the department setting the example, it will always be hard to clearly define what should be done. Many things are planned behind closed doors and we are told what to do.
- I can't think of a single thing \_\_\_\_\_ could improve upon.
- Empowers others, give the team the autonomy and authority to decide how the works gets done.
- \_\_\_\_\_ is very responsive and provides great support service.
- \_\_\_\_\_ is very supportive of Core Competency and concepts. The one concept that \_\_\_\_\_ refers to consistently is what we respect most is people's ability to think.

# Business Acumen

## Summary Scores



### 11. Aware of regulations that impact our business.



### 12. Facilitates others in the development and implementation of changes to business operations.



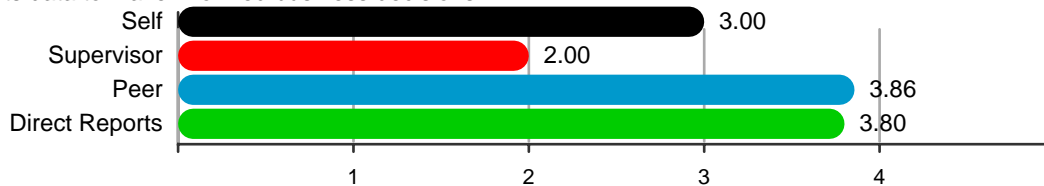
### 13. Understands business fundamentals and practices.



### 14. Engages in strategic alliances with valued partners.



### 15. Interprets data to make informed business decisions.



## Level of Skill

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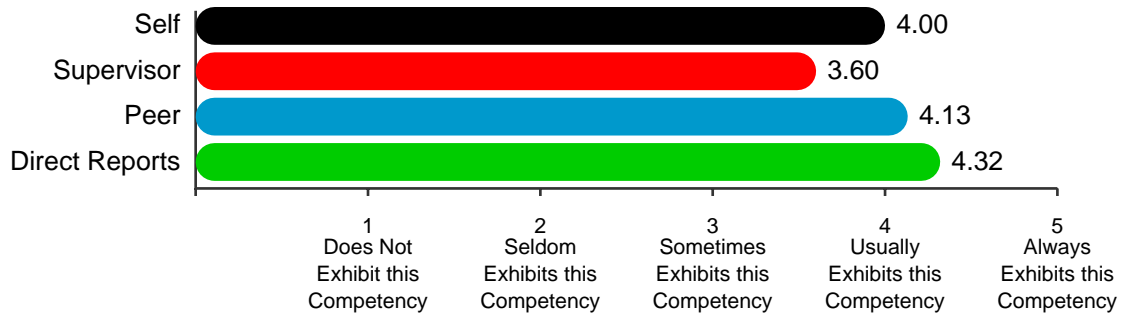
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
11. Aware of regulations that impact our business.	15	4.60	100.0			40%	60%	
12. Facilitates others in the development and implementation of changes to business operations.	15	4.27	100.0			73%		27%
13. Understands business fundamentals and practices.	15	4.33	100.0			67%	33%	
14. Engages in strategic alliances with valued partners.	15	3.93	73.3	27%		53%		20%
15. Interprets data to make informed business decisions.	14	3.64	57.1	14%	29%		36%	21%

### Comments:

- Between leadership meetings, my masters program in leadership, and most recently my involvement in R&D, I am challenged to stretch and grow my skillset daily.
- I appreciate his commitment in this area.
- There are times that the customers interest is overlooked because it is the way we have always done it.
- \_\_\_\_\_ continually devotes his attention to opportunities for process improvement and professional growth.
- He is very responsive when asked for input or his assistance is requested.
- I honestly cannot think of of anything to recommend that would help him to improve at this point.

# Adaptability

## Summary Scores



### 16. Handles unexpected events without a loss of productivity.



### 17. Is aware of changes to the policies and procedures.



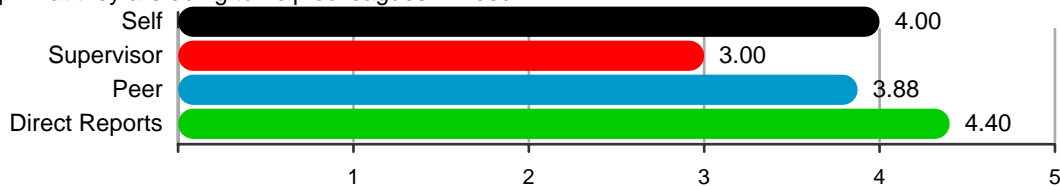
### 18. Handles changes easily.



### 19. Is good at managing the unexpected.



### 20. Will stop what they are doing to help colleagues in need.



## Level of Skill

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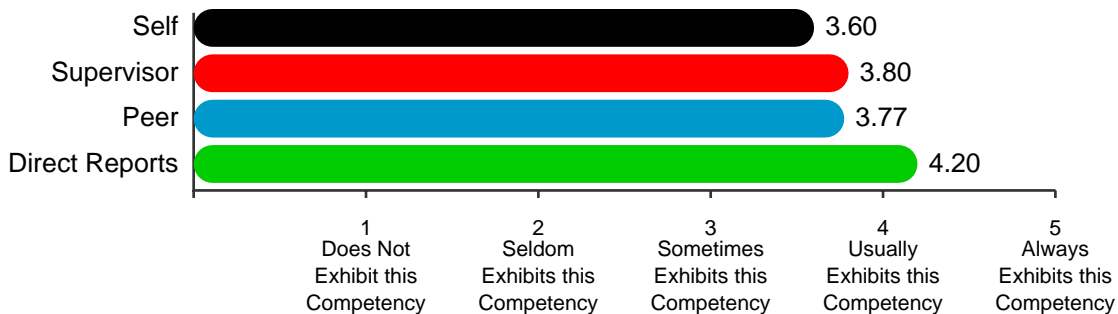
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
16. Handles unexpected events without a loss of productivity.	15	4.33	86.7	13%	40%	47%		
17. Is aware of changes to the policies and procedures.	15	4.27	93.3	7%	60%	33%		
18. Handles changes easily.	14	4.00	92.9	7%	86%	7%		
19. Is good at managing the unexpected.	14	4.14	85.7	7%	7%	50%	36%	
20. Will stop what they are doing to help colleagues in need.	15	4.00	66.7	7%	27%	27%	40%	

### Comments:

- Don't work with him enough to observe the vast majority of these items.
- \_\_\_\_\_ is a respected leader and peer. He manages his unit well and his staff appear to high regard for him as their leader.
- He has a keen ability to help staff look at situations from a different perspective to ensure staff are making informed decisions.
- The staff works very well together and is a fine tooled machine. Everyone is very good at the role and engaged. The annual scores for the department were high and I believe very accurate in representing that we are a strong team. All of the staff know what is expected of them and they know I respect their work expertise. Individually, team members work with other parts of the organization and they are all well respected and their advice is sought out, particularly, who is asked to work on projects in a number of areas, especially grant writing.
- \_\_\_\_\_ is very engaged in meetings and offers positive/constructive feedback that is helpful in drawing conclusions.
- Overall \_\_\_\_\_ is highly competent and brings a fresh perspective to the Engineering department.

# Attitude

## Summary Scores



21. Speaks with civility and kindness, even under pressure or during disagreement.



22. Greets ambiguity with curiosity and purpose, rather than hesitation or avoidance.



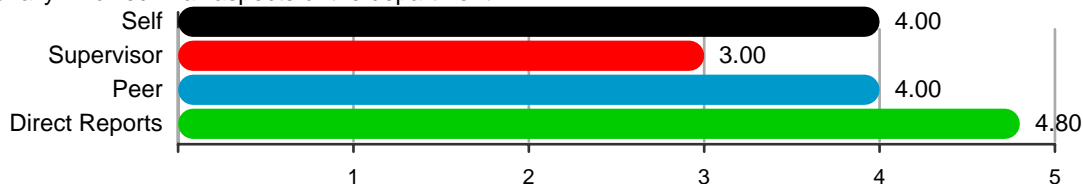
23. Looks for ways to succeed in spite of any obstacles or circumstances.



24. Avoids placing blame on others when confronted with problems or mistakes.



25. Is personally involved in all aspects of the department.



### Level of Skill

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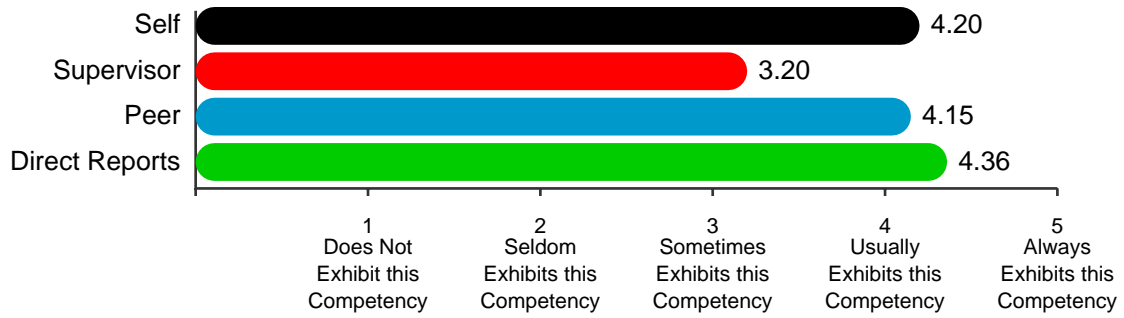
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
21. Speaks with civility and kindness, even under pressure or during disagreement.	15	4.00	66.7	13%	20%	20%	47%	
22. Greets ambiguity with curiosity and purpose, rather than hesitation or avoidance.	15	3.47	53.3	13%	33%		47%	7%
23. Looks for ways to succeed in spite of any obstacles or circumstances.	15	3.60	66.7	13%	20%		60%	7%
24. Avoids placing blame on others when confronted with problems or mistakes.	15	4.27	86.7	7%	7%	40%	47%	
25. Is personally involved in all aspects of the department.	15	4.20	80.0	7%	13%	33%	47%	

Comments:

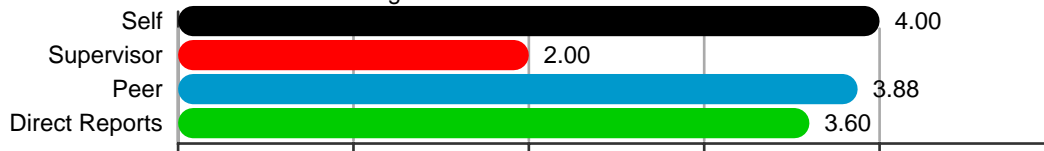
- He is fair, sets a good example, and I feel that he is very honest and has a great deal of integrity.
- He does a great job of ensuring that we keep our home and work life in balance and always offers to help in any way.
- \_\_\_\_\_ is very detailed and has developed the ability to continually use 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 he has maintained an open line of communication and remained available to staff who have voiced concerns.
- \_\_\_\_\_ has grown and proven himself to be an effective leader in the imaging department.
- \_\_\_\_\_ is dedicated, caring, respectful and an overall amazing person, who very obviously strives for continuous improvement. He has a very good understanding of what I do and is very effective in helping me to see things I could be doing better and where my focus should be.
- \_\_\_\_\_ is passionate about his role and does a fantastic job of working with other departments to improve process flows.

# Cultural Awareness

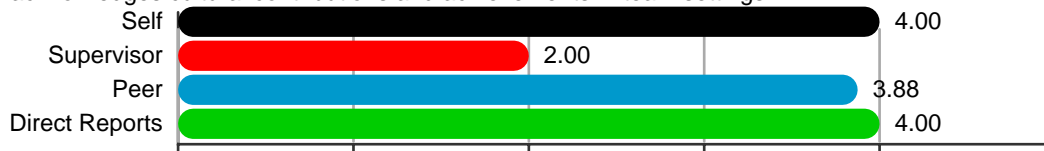
## Summary Scores



### 26. Seeks clarification to avoid misunderstandings.



### 27. Publicly acknowledges cultural contributions and achievements in team settings.



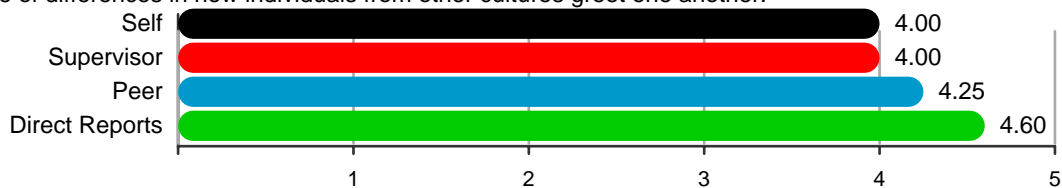
### 28. Recognizes individual and cultural differences.



### 29. Encourages a work environment where individual differences are valued.



### 30. Is aware of differences in how individuals from other cultures greet one another.



### Level of Skill

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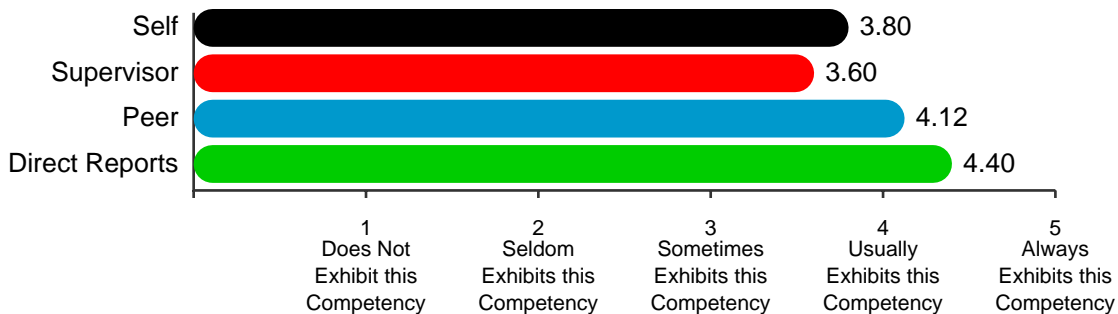
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
26. Seeks clarification to avoid misunderstandings.	15	3.67	66.7	20%	13%	47%	20%	
27. Publicly acknowledges cultural contributions and achievements in team settings.	15	3.80	73.3	20%	7%	47%	27%	
28. Recognizes individual and cultural differences.	15	4.33	86.7		13%	40%	47%	
29. Encourages a work environment where individual differences are valued.	15	4.67	100.0		33%	67%		
30. Is aware of differences in how individuals from other cultures greet one another.	15	4.33	100.0			67%	33%	

Comments:

- Sometimes comes across as stubborn and unwilling to try to understand opposing views of an issue.
- By looking outward and focusing on the needs of our community as well as best practices in other organizations, he aims to meet the needs of our customers and staff both today and in our future.
- Initiative, attitude, and willingness to pitch in.
- With his strengths as a specialist, he guides and allows for good collaborative discussion keeping the customer at the center.
- Staff expressed concern early this year about frustrations with quantity and boundaries for work, roles of staff and more.
- \_\_\_\_\_ has brought a level of professionalism and marketing still to our team that we desperately needed. We are glad to have his direction, talent and enthusiasm.

# Change Management

## Summary Scores



31. Is aware of changes in customer needs/demands.



32. Leads a cross-functional team with employees from different departments to implement changes.



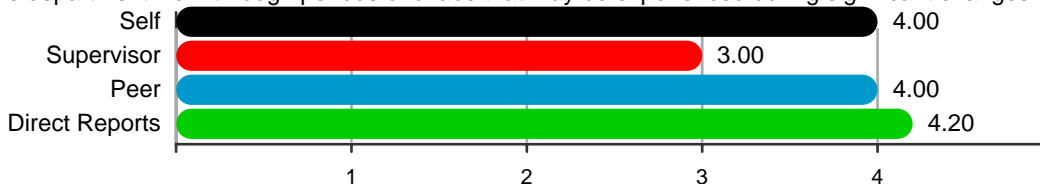
33. Supports various change management activities.



34. Initiates actions that bring attention to the urgent issues requiring change.



35. Helps the department work through periods of chaos that may be experienced during significant changes.



## Level of Skill

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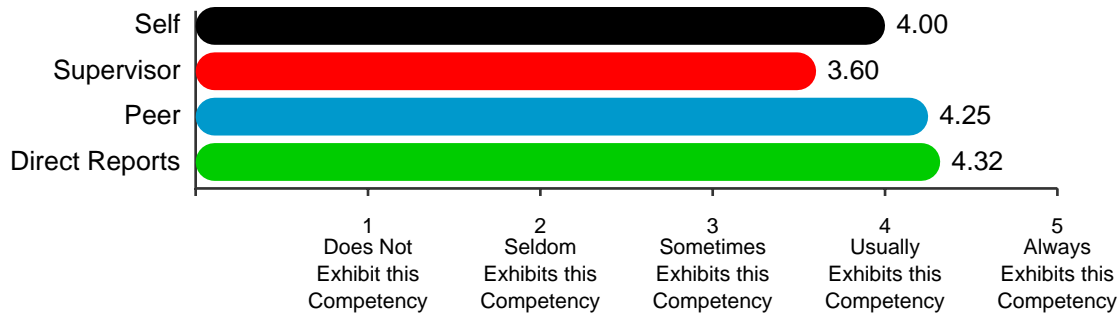
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
31. Is aware of changes in customer needs/demands.	15	4.07	80.0	20%		53%		27%
32. Leads a cross-functional team with employees from different departments to implement changes.	15	4.47	100.0			53%		47%
33. Supports various change management activities.	15	4.13	80.0	20%		47%		33%
34. Initiates actions that bring attention to the urgent issues requiring change.	15	4.13	86.7	13%		60%		27%
35. Helps the department work through periods of chaos that may be experienced during significant changes.	15	4.00	80.0	20%		60%		20%

### Comments:

- He has always encouraged others and provided tools for the employee to do so.
- \_\_\_\_\_ is willing to understand how a current process works before wanting to incorporate changes.
- He is always only a phone call away and makes an effort to help the worker bee on a daily basis.
- \_\_\_\_\_ provides the appropriate amount of direction without being too hands-off or overbearing.
- He has been very thoughtful and taken a deliberative approach when designing and rolling out the IT upgrades.
- He also demonstrates a willingness and ability to have difficult conversations that ultimately help each associate succeed in their roles or move on due to a lack of fit.. I must say that I learn a great deal from \_\_\_\_\_ and his style of leadership. His understanding and appreciation of his leadership team and all his associates is something I would aspire to replicate in my own leadership areas of repsonsibility.

# Achievement

## Summary Scores



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



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



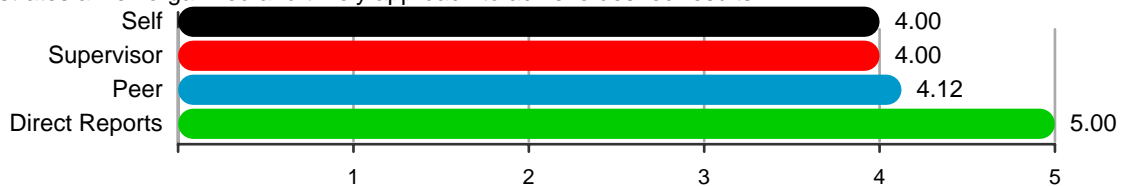
38. Is results oriented.



39. Promotes a culture of process-driven success, empowering teams to perform at their highest potential.



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



### 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
36. Moves decisively in high-risk situations to secure long-term achievements.	15	4.33	100.0			67%		33%
37. Uses established goals and performance measures to keep track of performance.	15	3.93	80.0	13%	7%		53%	27%
38. Is results oriented.	15	4.27	86.7		13%		47%	40%
39. Promotes a culture of process-driven success, empowering teams to perform at their highest potential.	15	4.13	86.7		13%		60%	27%
40. Demonstrates a well-organized and timely approach to achieve desired results	15	4.40	93.3		7%		47%	47%

Comments:

- \_\_\_\_\_'s one weakness (but improving) is making sure all the correct team members have input towards decisions. Part of that may be due to a learning curve in his new position.
- he continues to make improvements in core competencies.
- Have persistence and tenacity
- \_\_\_\_\_ has implemented using certain times of the day for email. He is consistently encouraging staff to keep emails brief and too the point.
- \_\_\_\_\_ is the best employee the department has employed.
- I was excited to come on board under \_\_\_\_\_'s leadership when he hired me, and I began working here in March of this year.

## 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?

- \_\_\_\_\_ has always made himself available to help out in the department as needed, even willing to be there on weekends!
- He is willing to fill in with daily workload when we are short staffed.
- One of the things I appreciate about \_\_\_\_\_ as a leader is his willingness and enthusiasm to adopt new strategies that help the department continue to move forward and improve. An example this past year has been his involvement with Competencies and helping our staff think about how we can apply these concepts to our work.
- Cannot think of anything
- \_\_\_\_\_ has grown a great deal this year as a director. I feel his communication style is a bit rough around the edges. I think he can come across as dismissive at times even though that may not be the intent. . Otherwise he is very reliable and has taken on some big initiatives that have been very successful.
- \_\_\_\_\_ has excellent job and people skills.

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

- \_\_\_\_\_ is always working to include staff in a shared decision making processes.
- I strongly believe the potential he has to have [CompanyName] truly succeed in all departments, by TRULY changing in depth culture of the organization, has not be used to the fullest of his abilities.
- He is open to feedback and actively tries to improve.
- His professionalism is beyond reproach and he is fair and just.
- \_\_\_\_\_ is a dynamic and busy individual. At times he over commits himself and then has to cancel his participation as he cannot be in two places at once. It can inadvertently give off the aura that he is not engaged in the project meeting that was missed.
- He has hired good people, and developed strong relationship's with finance.

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

- You can always count on \_\_\_\_\_ to respond to emails and telephone calls and follow through with commitments.
- In one word I can summarize \_\_\_\_\_ in leadership skill. WOW!
- He is doing a great job of branding [CompanyName] (something that has been needed for a very long time). when he first came he had some miss steps, ie posters, pushing agenda fast etc, but has adapted to [CompanyName] and to the department, well done.
- His guidance is outstanding, as his expectations are very high and that allows anyone to grow and learn under his mentoring skills.
- \_\_\_\_\_ always stays customer and community focused. He's also an excellent collaborator and always supportive and positive with others.
- \_\_\_\_\_ has done a good job not to fall victim to the temptation to hire a warm body, but to wait for the right person to come along. Unfortunately, that means he's had to personally fill big leadership gaps himself this past year. I worry about his workload, but in the long run, it's better than hiring the wrong person. He's an excellent mentor for the leaders that report to him and an excellent team member for the rest of us.

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

- Gets the job organized and in time. Makes sure all are on the same page and communicates very well.
- \_\_\_\_\_ is a steady leader who maintains his objectivity during stressful times.
- It is sometimes noticeable that he over empowers his team, not letting them learn from their mistakes. He focuses on many tiny details without encompassing the larger picture.
- Improve on providing feedback.
- \_\_\_\_\_ listens to his staff and delegates responsibilities as appropriate.
- \_\_\_\_\_, more than anyone, takes what he's learned with Core Competencies and implements them.

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

- His communication is precise and at times short when some would prefer a greater detailed account.
- \_\_\_\_\_ has also been open to our offer of assistance in this important project and made an easy transition into a team approach with finance and strategy.
- \_\_\_\_\_ is professional, collaborative. . .a great team member.
- He has made my job so much easier just having him in the facility and present to field questions/work related issues.
- We rarely have team meetings. They are often canceled when scheduled and as a result we work as a group of individuals rather than a team.
- \_\_\_\_\_ does a great job of ensuring his departments are meeting the needs of the organization and our community.

### Any final comments?

- People come and go in this organization and I can say with no reservation that \_\_\_\_\_ is a colleague I will miss the most when he retires.
- \_\_\_\_\_'s management style is excellent.
- I think \_\_\_\_\_ has shown willingness to attend, listen and learn with high profile opportunities such as magnet etc... now I would encourage him to sit down with his staff and peers for the learning and growth opportunities that are available within our unit.
- \_\_\_\_\_ is very knowledgeable in the area of Information Technology, and seems very interested in gaining further expertise in Operations.
- He sees things that others don't and always have valuable feedback for whomever he is talking/working with.
- Improve on providing feedback.