



Feedback Results
Your CompanyName Here
2025

Sample Employee

Results Generated by HR-Survey

December 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.

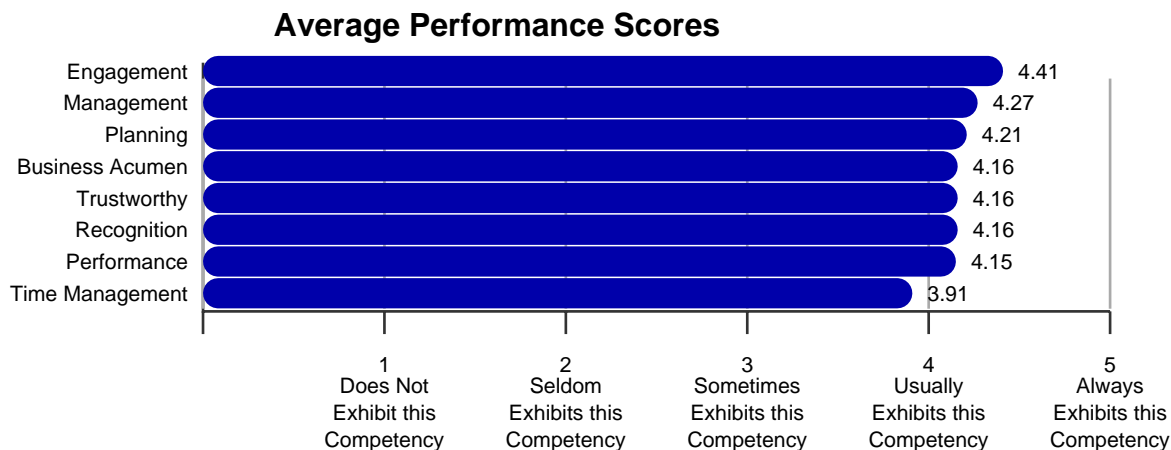
What to Do with Your Feedback

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.



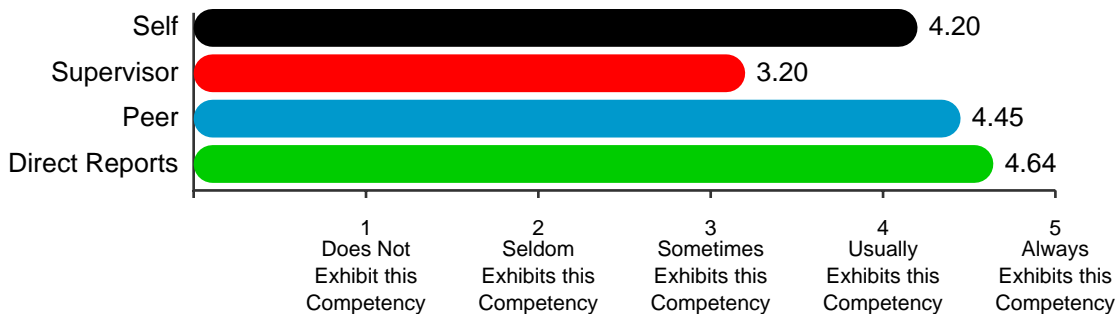
Gap Analysis

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.



Engagement

Summary Scores



1. Gives feedback that helps employees improve immediately, not just during annual reviews.



2. Gives employees opportunities to provide input and influence policies and practices that affect my job.



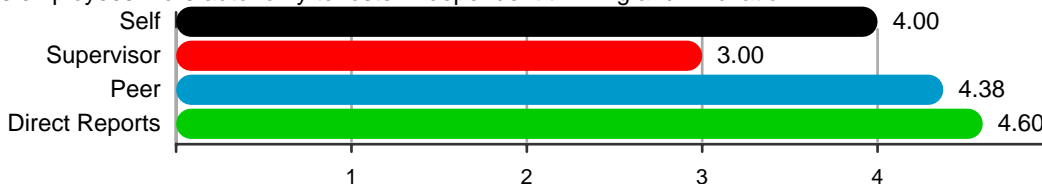
3. Supports career development and progression.



4. Provides feedback that is balanced, highlighting strengths as well as areas for development.



5. Provides employees more autonomy to foster independent thinking 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 (Does Not Exhibit this Competency) to green (Always Exhibits this Competency).

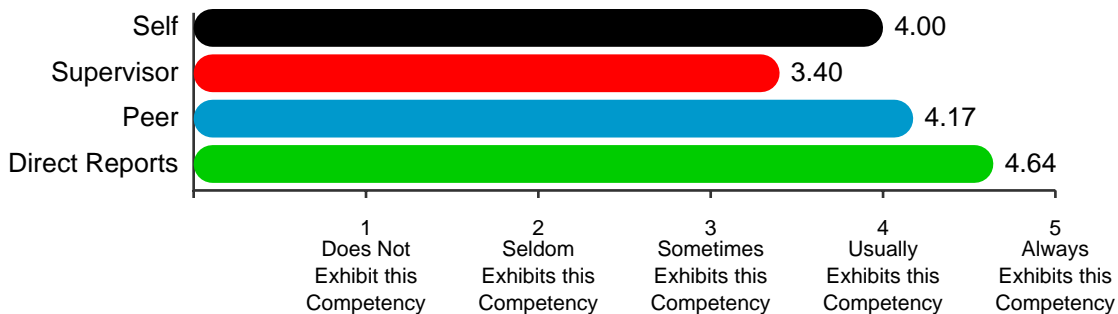
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
1. Gives feedback that helps employees improve immediately, not just during annual reviews.	15	4.20	93.3	7%		67%		27%
2. Gives employees opportunities to provide input and influence policies and practices that affect my job.	15	4.87	100.0	13%		87%		
3. Supports career development and progression.	15	4.27	93.3	7%		60%		33%
4. Provides feedback that is balanced, highlighting strengths as well as areas for development.	15	4.40	86.7	13%	33%		53%	
5. Provides employees more autonomy to foster independent thinking and innovation.	15	4.33	93.3	7%		53%		40%

Comments:

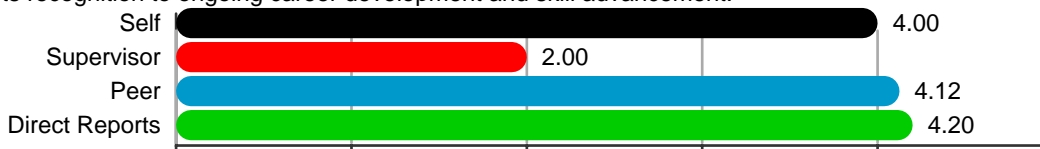
- Collaboration with other departments and stakeholders is inconsistent. When asked questions about items, he sometimes comes across as defensive, even though the question or clarification is truly needed by the requestor. He seems hesitant to ask for feedback, review, or help.
- _____ is a valuable resource to the organization and the team.
- Our department had a supervisor that was causing a lot of frustration for the staff that he supervised. This supervisor is no longer with our organization.
- I am still learning how to work with _____ so sometimes I have at difficulty understanding where he is coming from and in the process of working through this it there is some uncertainty that is created.
- he has patience.
- His decision-making focus is on what best serves our customers and visitors and what's best for the organization as a whole.

Management

Summary Scores



6. Connects recognition to ongoing career development and skill advancement.



7. Develops contingency plans to manage resource constraints or unexpected disruptions.



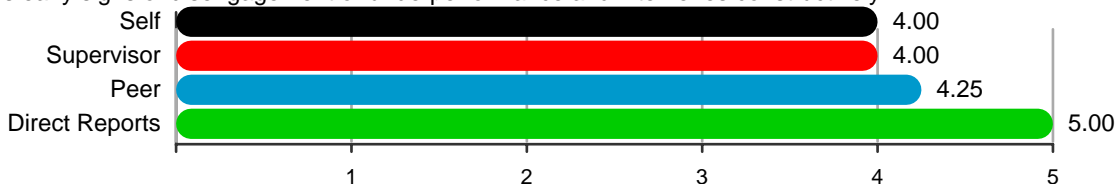
8. Monitors progress on delegated tasks and provides timely support or redirection when needed.



9. Effectively allocates resources and schedules tasks to support successful execution of assigned projects.



10. Identifies early signs of disengagement or underperformance and intervenes constructively.



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).

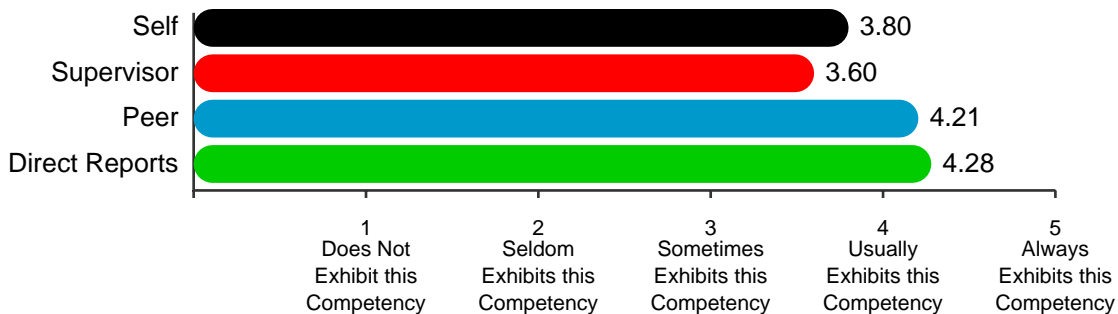
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
6. Connects recognition to ongoing career development and skill advancement.	15	4.00	80.0	7%	13%	53%	27%	
7. Develops contingency plans to manage resource constraints or unexpected disruptions.	15	4.07	80.0		20%	53%	27%	
8. Monitors progress on delegated tasks and provides timely support or redirection when needed.	15	4.33	93.3	7%	47%	47%		
9. Effectively allocates resources and schedules tasks to support successful execution of assigned projects.	15	4.47	93.3	7%	40%	53%		
10. Identifies early signs of disengagement or underperformance and intervenes constructively.	15	4.47	93.3	7%	40%	53%		

Comments:

- The employee provides liaison between the organization and its volunteer groups far exceeding the requirements of his position.
- He is very knowledgeable and is always willing to lend a helping hand!
- _____ is very busy and does a good job delegating work. By delegating he provides opportunity for others to learn and grow. Sometimes the delegation comes with short notice, but _____ has confidence that the work will be done well.
- He is in an often times impossible position and is doing well all things considered
- He has done a very good job of engaging the team in the common goal of achieving high quality outcomes.
- _____ is concerned about the input of the staff. Has worked to try to improve his responsiveness and performance.

Business Acumen

Summary Scores



11. Creates strategic plans that conform with regulations and industry guidelines.



12. Understands cash flow procedures and statements.



13. Views problems from a business perspective, opportunity, investment, risks, and anticipated results



14. Understands complex issues and problems.



15. Recognizes patterns and trends in the business.



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).

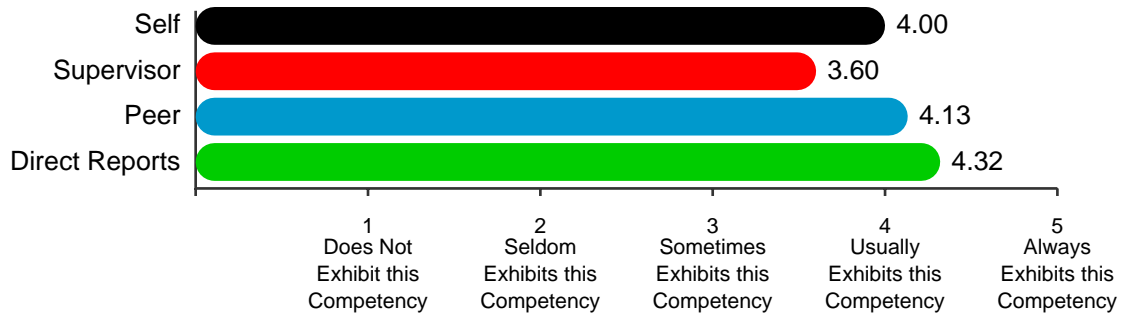
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
11. Creates strategic plans that conform with regulations and industry guidelines.	15	4.60	100.0			40%	60%	
12. Understands cash flow procedures and statements.	15	4.27	100.0			73%		27%
13. Views problems from a business perspective, opportunity, investment, risks, and anticipated results	15	4.33	100.0			67%		33%
14. Understands complex issues and problems.	15	3.93	73.3	27%		53%		20%
15. Recognizes patterns and trends in the business.	14	3.64	57.1	14%	29%		36%	21%

Comments:

- _____ is very approachable and ensures the best for all employees in the department.
- _____ is a very clear communicator. He approaches challenges in a collaborative format and is very open to looking at different approaches to achieve common goals. He engages his team in decisions and also encourages cross departmental communication.
- I have appreciated _____'s approach to simplify department tasks, goals, and initiatives.
- _____ routinely goes out of his way to make work a more engaging experience.
- He often does not answer email, and if he does, it is often confusing. Appears disengaged at many levels.
- I look forward to learning and improving with his and the other members in the division.

Performance

Summary Scores



16. Has great overall performance



17. Sets a high standard for job performance.



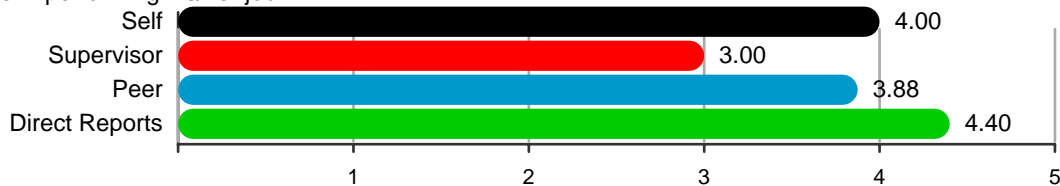
18. Able to organize work.



19. Shown significant improvement in job performance.



20. Effective in performing his/her job.



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).

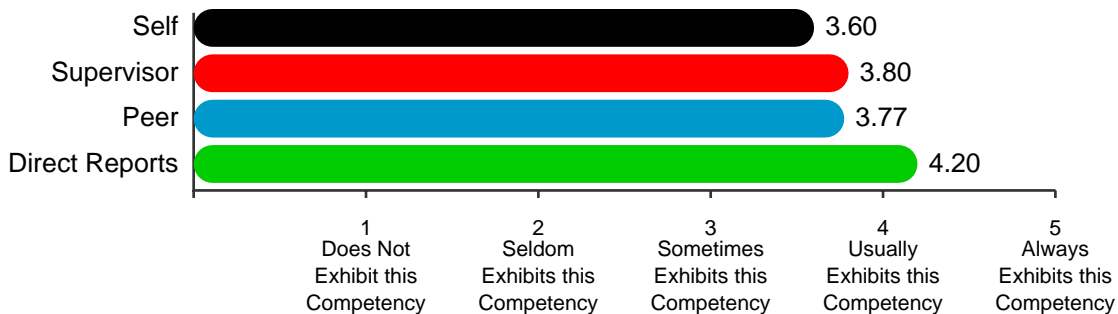
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
16. Has great overall performance	15	4.33	86.7	13%	40%	47%		
17. Sets a high standard for job performance.	15	4.27	93.3	7%	60%	33%		
18. Able to organize work.	14	4.00	92.9	7%	86%	7%		
19. Shown significant improvement in job performance.	14	4.14	85.7	7%	7%	50%	36%	
20. Effective in performing his/her job.	15	4.00	66.7	7%	27%	27%	40%	

Comments:

- Sometimes work is pushed forward when he doesn't understand underlying issues and work needed.
- _____'s department has changed considerably over the last year, yet he still managed to serve his customers.
- With Process improvement & professional growth I do believe that I meet the performance level but I am working with my mentor (_____) to move to a higher level of growth and knowledge. With communication skills I meet the performance level but I am one that would be more likly to go to someone to talk instead of sending out emails which I have noted from some of my staff to be not what they are needing from me. I am working on increasing communication with email as well to meet the needs of the staff and their learning style.
- _____ listens to his staff and delegates responsibilities as appropriate.
- _____ is a reliable and valued colleague. He is collaborative, respectful and professional with his team members and customers outside the organization.
- _____ is a role model for Transformational Leadership. He exceeds all of the above elements of performance by modeling his expertise in his decision making, expectations, professionalism, communication, engagment by setting the bar high. As an operational manager I respect _____ as a visionary who pushes me further than I feel comfortable. Without him I might be too cautious to forge ahead. He has accomplished more in his 4 years as director of SCI than I have witnessed in the last 30 years.

Time Management

Summary Scores



21. Tackles major tasks or problems first before addressing minor issues.



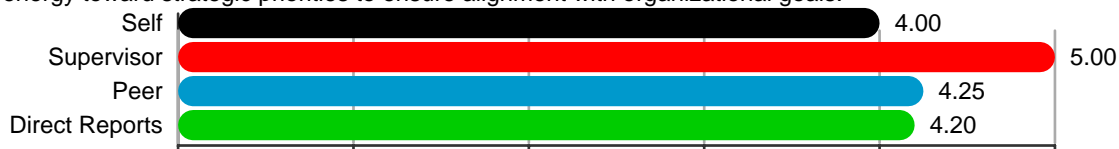
22. Delegates with clarity, providing direction and expectations to ensure successful follow-through.



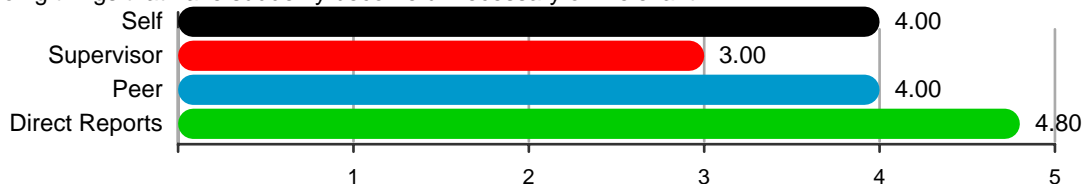
23. Gets more accomplished than others in the same amount of time.



24. Directs energy toward strategic priorities to ensure alignment with organizational goals.



25. Stops doing things that have suddenly become unnecessary or irrelevant.



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).

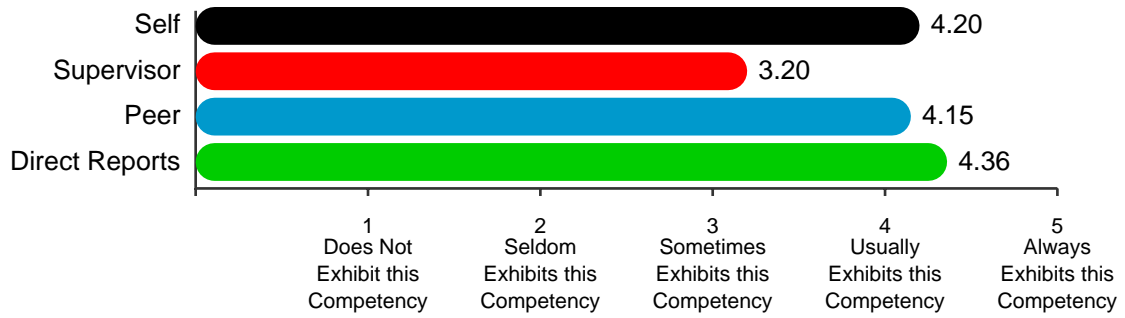
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
21. Tackles major tasks or problems first before addressing minor issues.	15	4.00	66.7	13%	20%	20%	47%	
22. Delegates with clarity, providing direction and expectations to ensure successful follow-through.	15	3.47	53.3	13%	33%		47%	7%
23. Gets more accomplished than others in the same amount of time.	15	3.60	66.7	13%	20%		60%	7%
24. Directs energy toward strategic priorities to ensure alignment with organizational goals.	15	4.27	86.7	7%	7%	40%	47%	
25. Stops doing things that have suddenly become unnecessary or irrelevant.	15	4.20	80.0	7%	13%	33%	47%	

Comments:

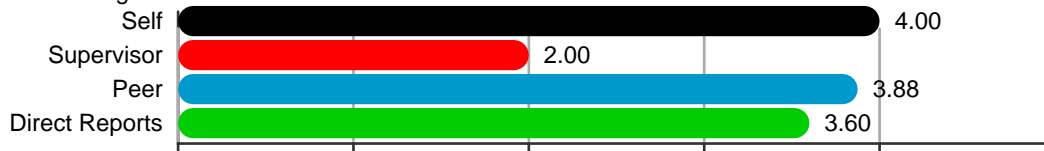
- _____ is a valued peer. I can count on his as a sounding board and for his perspective on issues we are dealing with, either at the director level or with our department.
- He is reliable and attends as many monthly department staff meetings as his schedule permits.
- He has done great work to help the organization deal with its financial challenges. The only area of improvement is around communication style.
- I sit back and listen to _____'s approach and communication skills and love to glean things from him.
- I believe I need to give him a chance to get into his position.
- 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.

Trustworthy

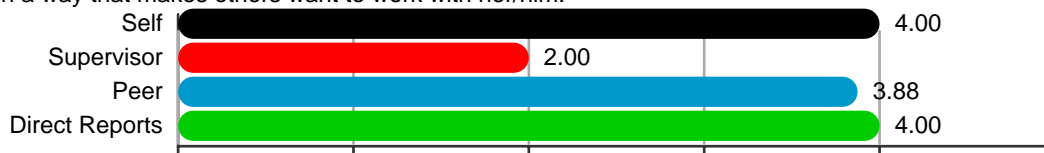
Summary Scores



26. Demonstrates congruence between statements and actions.



27. Works in a way that makes others want to work with her/him.



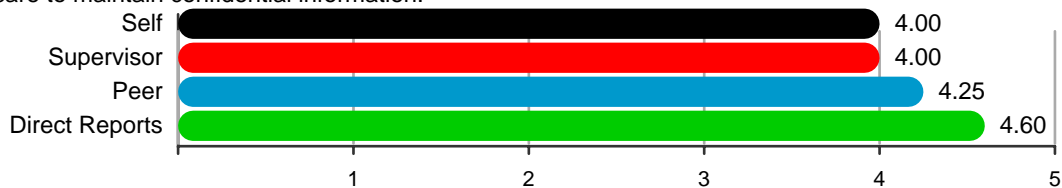
28. Takes ownership, delivers on commitments



29. Consistently keeps commitments.



30. Takes care to maintain confidential information.



Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Does Not Exhibit this Competency) to green (Always Exhibits this Competency).

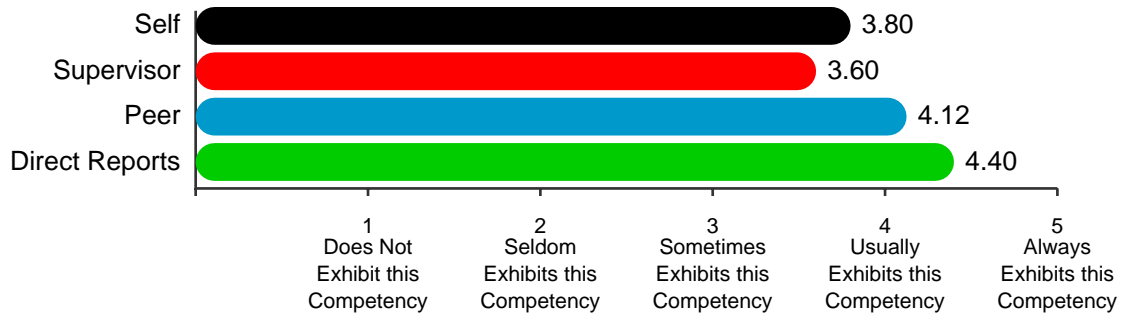
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
26. Demonstrates congruence between statements and actions.	15	3.67	66.7	20%	13%	47%	20%	
27. Works in a way that makes others want to work with her/him.	15	3.80	73.3	20%	7%	47%	27%	
28. Takes ownership, delivers on commitments	15	4.33	86.7	13%	40%	47%		
29. Consistently keeps commitments.	15	4.67	100.0		33%	67%		
30. Takes care to maintain confidential information.	15	4.33	100.0		67%	33%		

Comments:

- I find him to be a stellar asset to our team at [CompanyName].
- _____ is aware that he can come off as intimidating, and recognizes that fact in certain instances.
- He could improve with a take charge attitude.
- He is very knowledgeable about System Workflows and ensures that the departments are working cohesively with one another.
- _____ is conscientious and expedient in his approach to work. He gets things done quickly and efficiently.
- _____ is a great leader. He provides guidance and sets expectations to ensure desired outcomes.

Recognition

Summary Scores



31. Matches the reward to the person being recognized.



32. Uses recognition to guide employees to better work standards.



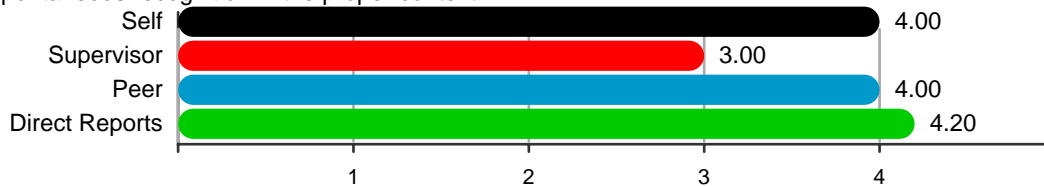
33. Integrates recognition programs into larger employee development initiatives.



34. Gives recognition that reflects the values of the department/organization.



35. Gives spontaneous recognition in the proper context.



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).

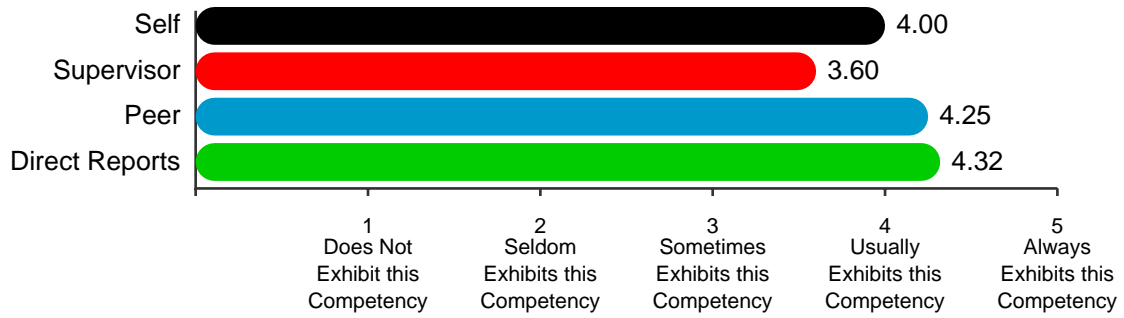
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
31. Matches the reward to the person being recognized.	15	4.07	80.0	20%		53%		27%
32. Uses recognition to guide employees to better work standards.	15	4.47	100.0			53%		47%
33. Integrates recognition programs into larger employee development initiatives.	15	4.13	80.0	20%		47%		33%
34. Gives recognition that reflects the values of the department/organization.	15	4.13	86.7	13%		60%		27%
35. Gives spontaneous recognition in the proper context.	15	4.00	80.0	20%		60%		20%

Comments:

- Is very upbeat and quick to contribute to the team.
- _____ is easy to work with and is a positive energy in meetings. He makes an effort to build and maintain relationships throughout the organization.
- He takes the time to explain to staff the rationale of changes being made.
- Improve communication delivery. Acknowledge what others are saying.
- Positive attitude.
- He is committed to modeling anything that he would like to see implemented in our work environment.

Planning

Summary Scores



36. Understands what materials will be required to successfully implement the plan.



37. Effectively uses logistics planning to reduce supply delays.



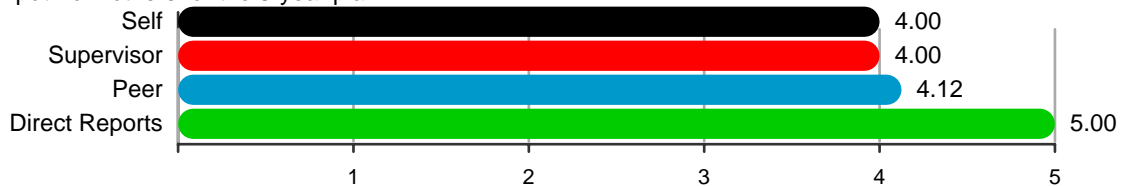
38. Develops plans to help manage expectations and project demands.



39. Adjusts plans as needed according to situational/strategic changes.



40. Allows input from others for the 5-year plan.



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. Understands what materials will be required to successfully implement the plan.	15	4.33	100.0			67%		33%
37. Effectively uses logistics planning to reduce supply delays.	15	3.93	80.0	13%	7%	53%		27%
38. Develops plans to help manage expectations and project demands.	15	4.27	86.7		13%	47%		40%
39. Adjusts plans as needed according to situational/strategic changes.	15	4.13	86.7		13%	60%		27%
40. Allows input from others for the 5-year plan.	15	4.40	93.3		7%	47%		47%

Comments:

- He supports each and every one of us and was very sensitive to how this was effecting every staff member.
- _____ is consistently auditing different processes in the production line to improve satisfaction. The outcomes and expectations are clearly communicated to all staff.
- I respect _____ and have turned to him for advice.
- We have a very strong team in finance. There has been significant turnover but the efforts _____ and I have put into staff engagement have been significant. These should be weaved into our evaluations.
- _____ has shown tremendous leadership. Always approachable and encourages his staff to provide feedback to better the organization.
- _____ exemplifies outstanding professionalism.

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?

- He also sees himself as a problem solver. The staff, however, experience being inundated with ideas and solutions that he presents to them as projects they need to do; those solutions are often not accomplishable given the depth and breadth of the work already on their plates.
- _____ sometimes doesn't answer emails in a timely manner. Some people have come into our office commenting on this. One person said they have been waiting a month for a response.
- _____ is an excellent communicator and is very open and supportive to his staff.
- Taking everything into consideration, _____ is doing a phenomenal job running the department. I am honored and appreciative to be a part of the team, assisting in moving forward.
- _____ is an impressive performer.
- He is honest in his delivery and every decision he makes is in the best interest of the organization, customers or staff.

What do you like best about working with this individual?

- He always asks and seeks the advice of the whole leadership he listens to what we have to say.
- He exceeded all of my expectations. The outcome of this work was very successful, in great part to _____'s work.
- In the area of 'Communication skills' I would like to see _____ be more direct in his oral delivery.
- _____ hires and retains performance oriented employees who are good listeners and collaborative in their approach helps guarantee our continuous improvement.
- _____ excels at customer service and keeping our team focused on the customer.
- _____ is always thinking about the customer/staff first. He is amazing in his ability to serve his teams and I think that the organization is well represented by him.

What do you like least about working with this individual?

- _____ is a great director, knows his scope of work extremely well, acts and reacts accordingly. Does all the right things all the time to keep the department top notch.
- He has a broad vision across all spectrums of the dynamics within services, from the customers, to staff and managers.
- I like that he challenges me.
- It shows that _____ takes pride in making his direct reports feel like they are doing good work and are valued members of the team.
- Great year of growth!
- _____ is a great leader. He has excellent communication skills and has a wonderful leadership style.

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

- Communication to staff has greatly improved.
- _____ is highly professional in his everyday work.
- He also provided valuable input on making a hiring decision about an individual who offered great potential but lacked experience.
- He is passionate about providing the services necessary to meet the needs of our organization.
- I have had personal interactions with _____ and have received constructive assistance that was, in my opinion, instrumental in my decision making.
- _____ delegates very effectively.

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

- He continually strives for excellence regardless of his role, task at hand, or project he is leading or participating on.
- Communicate regularly with the whole company, not just one department.
- Be being better organized. It would help with prioritizing.
- The only area with which he struggles is the need for relationship building with staff he supervises. I know he understands the reason for this and has been working on developing a better approach.
- I believe he is a great asset to [CompanyName] and he has grown quickly in a short period of time.
- _____ continues to be a great boss. He is available to us and always has time to help with anything.

Any final comments?

- _____'s leadership style and talent are a crucial contributor to the success of the Service Excellence Team. It is a privilege to be part of this team and the work that we do with the organization. I especially appreciate _____'s approachability. There is nothing off limits - honesty and open communication are expected and valued.
- He has some challenges ahead, but as far as I can tell, we ALL want him to keep plugging away; he has our support!
- _____ has a great strength in process improvement-maybe even more than people around his realize. He has kind of a quiet strength in this area.
- I can depend on him with whatever is needed.
- I really appreciate him.
- _____ has done an amazing job in this new leadership role in a very short time and has full support and appreciation of the staff.