



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.

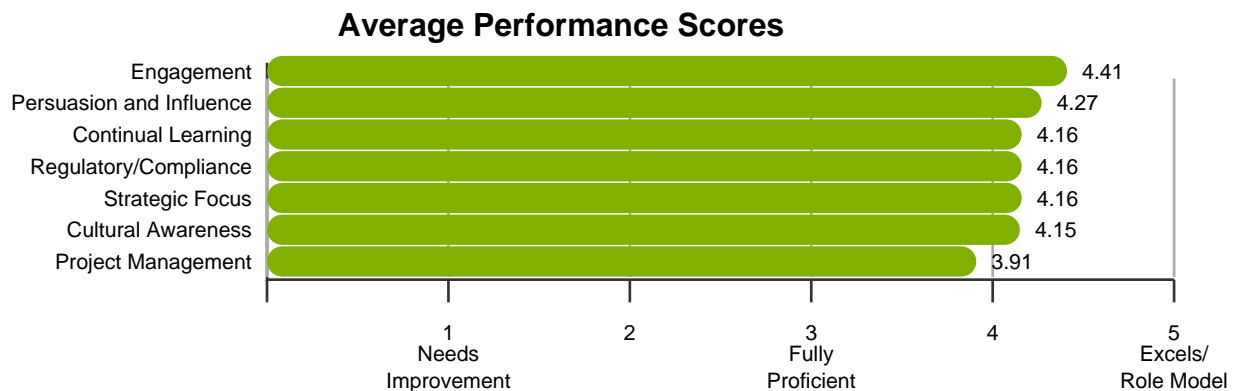
What to Do with Your Feedback

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

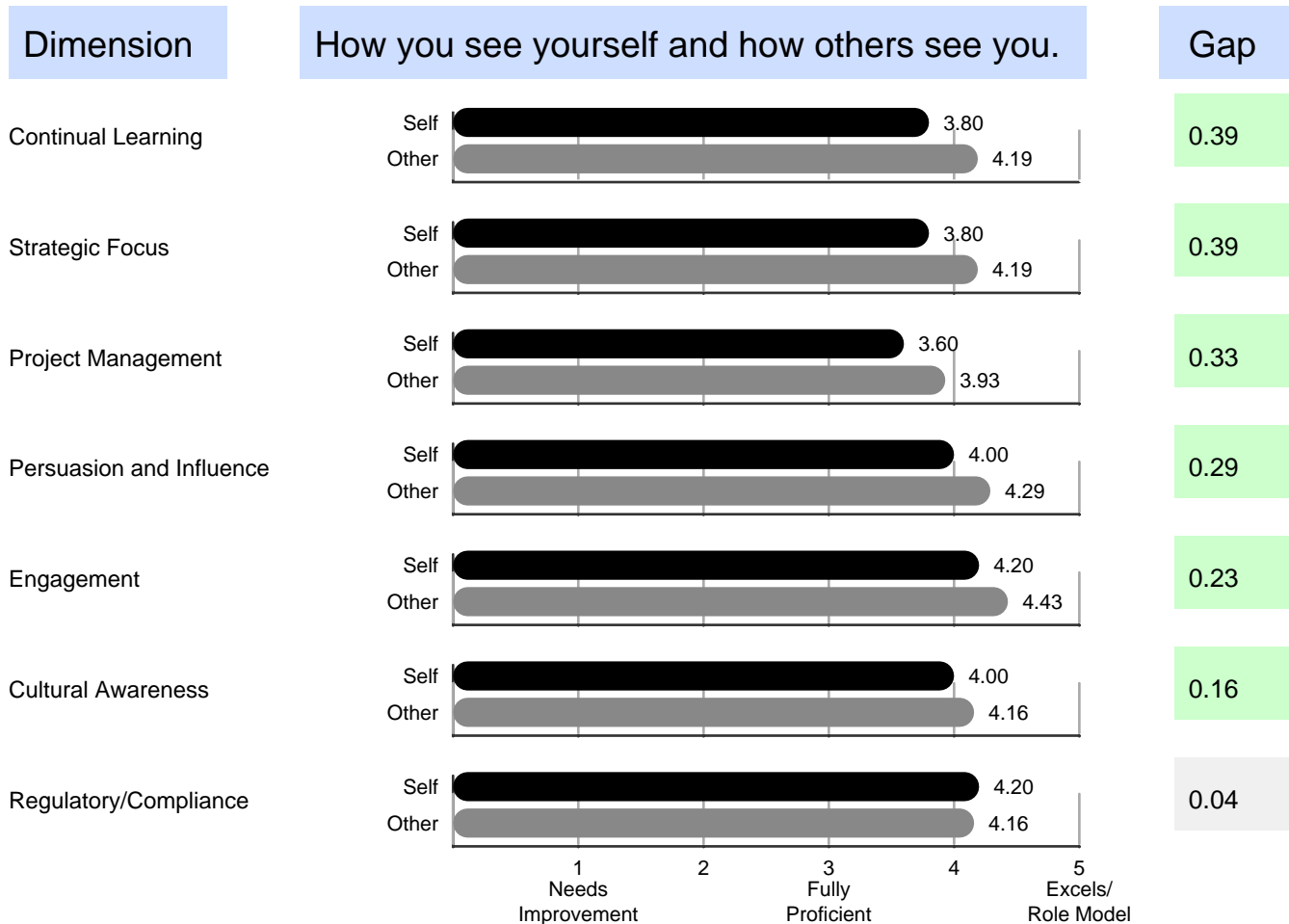
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 7 major dimensions of leadership.

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.



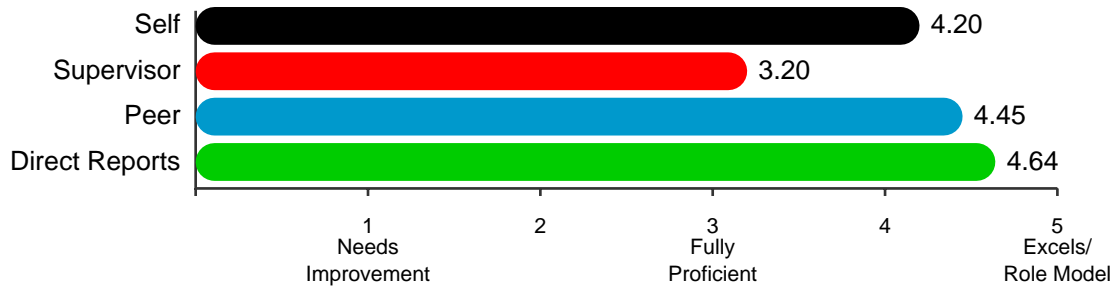
Gap Analysis

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.



Engagement

Summary Scores



1. Comes to work each day with a high level of energy and professionalism.



2. Provides a level of enthusiasm that makes collaboration for the team more enjoyable and rewarding.



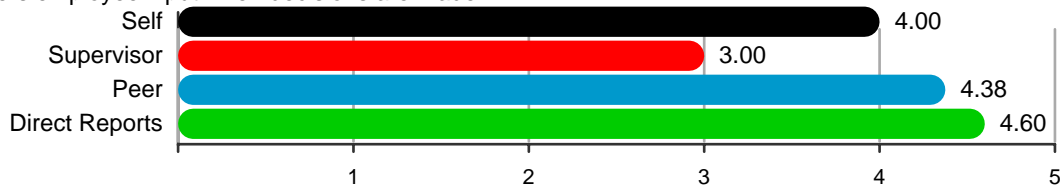
3. Allows employees to have flexibility over when tasks are to be completed.



4. Puts in extra effort to be recognized by peers and leaders.



5. Considers employee input when decisions are made.



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).

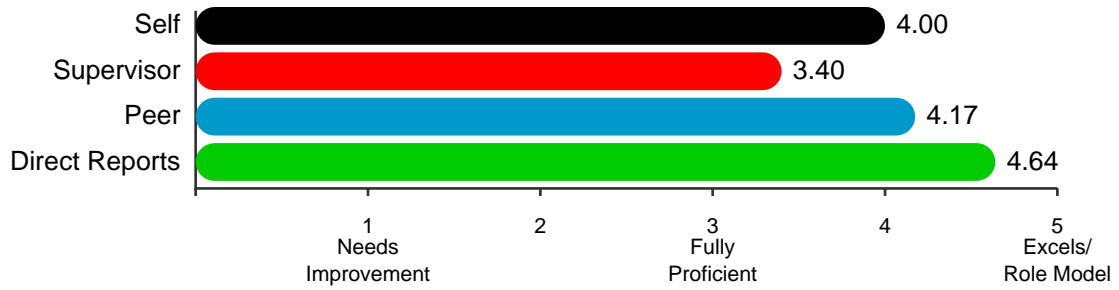
Item	n	Avg	LOA	Needs Improvement	Fully Proficient	Excels/ Role Model
1. Comes to work each day with a high level of energy and professionalism.	15	4.20	93.3	7%	67%	27%
2. Provides a level of enthusiasm that makes collaboration for the team more enjoyable and rewarding.	15	4.87	100.0	13%	87%	
3. Allows employees to have flexibility over when tasks are to be completed.	15	4.27	93.3	7%	60%	33%
4. Puts in extra effort to be recognized by peers and leaders.	15	4.40	86.7	13%	33%	53%
5. Considers employee input when decisions are made.	15	4.33	93.3	7%	53%	40%

Comments:

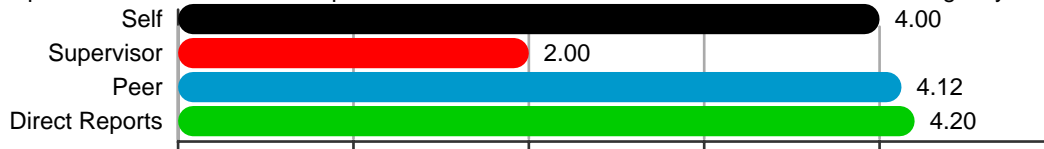
- _____ is a wonderful partner to work with. He has been consistently responsive to issues or requests from my team. He is a great problem solver and does a fabulous job of assisting my teams when they are working through a problem.
- He has been a great addition to the company.
- _____ takes the time to understand his team and the strengths that each team member brings to the organization.
- _____ is thorough with his candidate screenings and really focuses on hiring for talent and experience. I know what he expects from me. He will step up to take action when others do not and this is because he is a team player and really wants us to succeed.
- In his role as a director, I have seen _____ continually role modeling expectations that reflect a clear customer service focus resulting in the best customer experience.
- _____ is amazing at leading by example for our entire organization when it comes role modeling exceptional performance in daily work of communication and integrity.

Persuasion and Influence

Summary Scores



6. Aligns proposals with factual trends or performance benchmarks to underscore relevance and urgency.



7. Builds an interpersonal rapport with clients and customers to more successfully persuade them to purchase specific products.



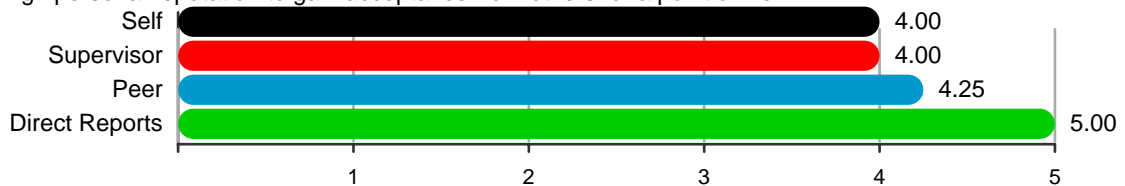
8. Strategically connects individual and team objectives to market trends.



9. Listens attentively to others to better understand their points of view.



10. Uses a high personal reputation to gain acceptance from others for a point of view.



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).

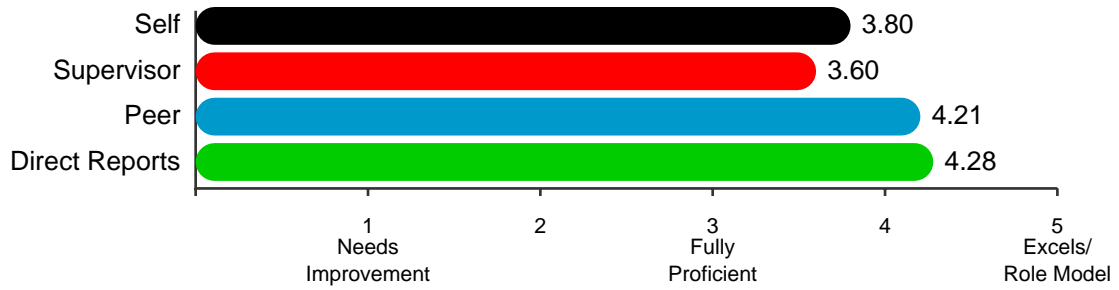
Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
6. Aligns proposals with factual trends or performance benchmarks to underscore relevance and urgency.	15	4.00	80.0	7%	13%	53%	27%
7. Builds an interpersonal rapport with clients and customers to more successfully persuade them to purchase specific products.	15	4.07	80.0		20%	53%	27%
8. Strategically connects individual and team objectives to market trends.	15	4.33	93.3	7%		47%	47%
9. Listens attentively to others to better understand their points of view.	15	4.47	93.3	7%		40%	53%
10. Uses a high personal reputation to gain acceptance from others for a point of view.	15	4.47	93.3	7%		40%	53%

Comments:

- _____ understands the impact his teams have within the organization and is very much a system thinker in that regard. He demonstrates and communicates a very clear understanding of his teams diverse needs and of the expectations he has for each team member.
- He can fall behind on projects without providing timely feedback.
- _____ has very quickly re-invented the Technical Services division. He is now aggressively moving the team to become more mature and service oriented. Throughout this transition, _____ has been very successful in managing this difficult change.
- I value his feedback, collaboration and sense of teamwork. He's clearly hardworking and dedicated and he and I have been able to have some very good discussions this past year, which I appreciate. I always appreciate his candor and feedback.
- He communicates clearly, and is always willing to listen attentively.
- He has positive energy, leads by example, and cares about teammates.

Continual Learning

Summary Scores



11. Pursues self-improvement through continual learning.



12. Takes charge of their training and skills enhancement.



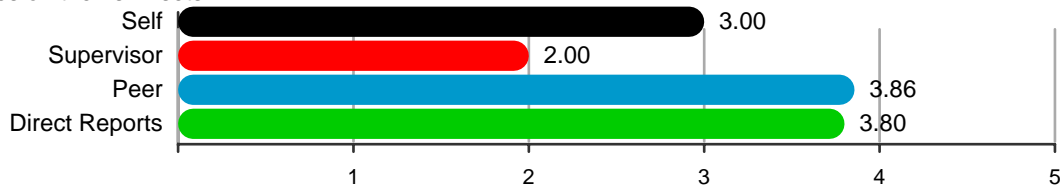
13. Is open to new ideas and concepts.



14. Pursues professional development opportunities when they arise.



15. Improves on their skill sets.



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).

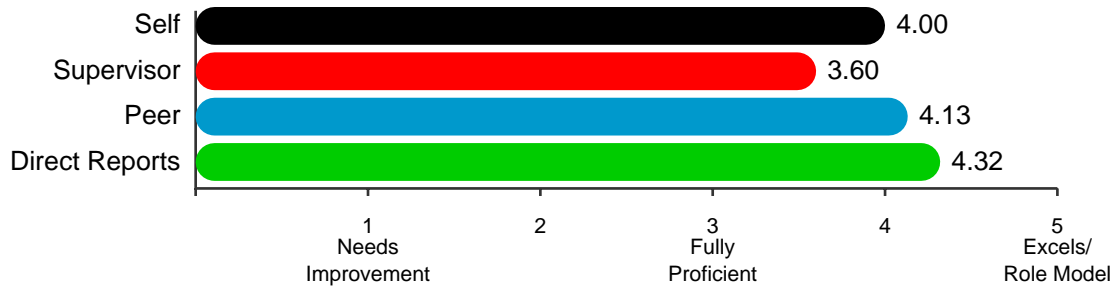
Item	n	Avg	LOA	Needs Improvement	Fully Proficient	Excels/ Role Model
11. Pursues self-improvement through continual learning.	15	4.60	100.0	40%	60%	
12. Takes charge of their training and skills enhancement.	15	4.27	100.0	73%	27%	
13. Is open to new ideas and concepts.	15	4.33	100.0	67%	33%	
14. Pursues professional development opportunities when they arise.	15	3.93	73.3	27%	53%	20%
15. Improves on their skill sets.	14	3.64	57.1	14%	29%	36% 21%

Comments:

- He is very careful to choose someone that has the skills he desires and who will also be a good fit.
- _____'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.
- _____ has improved on his quick assessment of situations and as a result it has helped me improve also
- He has grown as a manager in the last few months and it shows.
- He is very knowledgeable and is always willing to lend a helping hand!
- He is a dedicated person who inspires excellence in both staff and customer service.

Cultural Awareness

Summary Scores



16. Encourages a work environment where individual differences are valued.



17. Responds thoughtfully to culturally influenced communication styles and preferences.



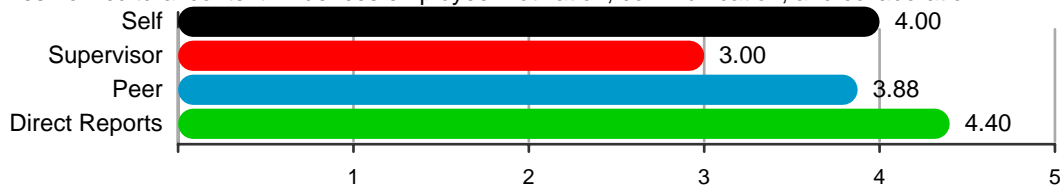
18. Is open and honest in communications with individuals from other cultures.



19. Demonstrates fairness and impartiality when resolving conflicts involving cultural differences



20. Recognizes how cultural context influences employee motivation, communication, and collaboration.



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).

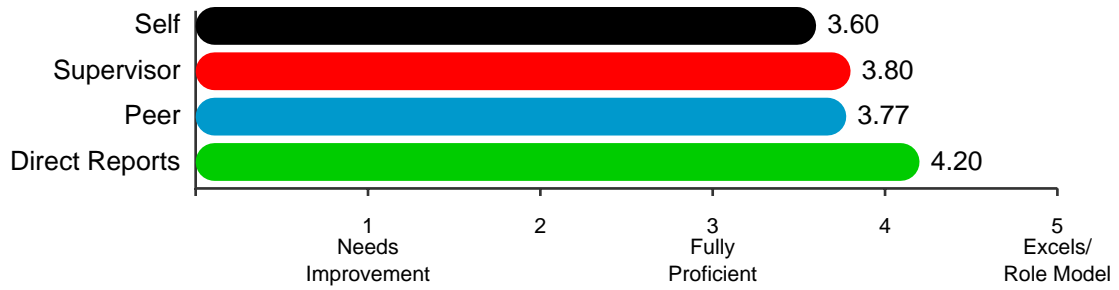
Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
16. Encourages a work environment where individual differences are valued.	15	4.33	86.7	13%	40%	47%	
17. Responds thoughtfully to culturally influenced communication styles and preferences.	15	4.27	93.3	7%	60%	33%	
18. Is open and honest in communications with individuals from other cultures.	14	4.00	92.9	7%	86%	7%	
19. Demonstrates fairness and impartiality when resolving conflicts involving cultural differences	14	4.14	85.7	7%	7%	50%	36%
20. Recognizes how cultural context influences employee motivation, communication, and collaboration.	15	4.00	66.7	7%	27%	27%	40%

Comments:

- I appreciate his receptiveness and openness and his sense of humor.
- He provided coaching and support to improve this individual's performance.
- He is always available to me day and night for question and help regarding unit operations. I am appreciative that he works with me to meet my needs as an employee and always gets back to me promptly when assistance is needed.
- He is open to new ideas and ways to improve the service we provide.
- I've struggled this year with managing my time to meet the department's and organization's demands. I missed some important deadlines and commitments. Presented improvement plan to _____ last month.
- He can ask a question and truly listen to the answer before giving feedback.

Project Management

Summary Scores



21. Ensures the project is executed on time and on budget.



22. Makes sure all team members understand their roles.



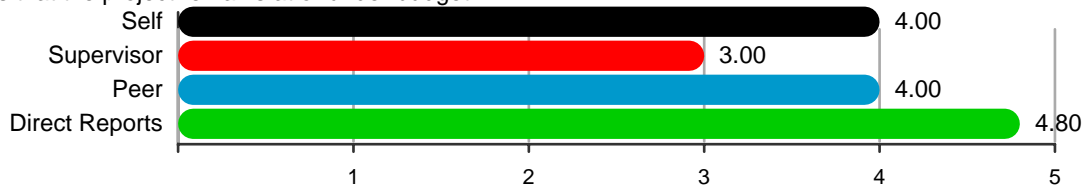
23. Presents clear and accurate status information to required constituents.



24. Initiates large projects.



25. Ensures that the project remains at or under budget.



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).

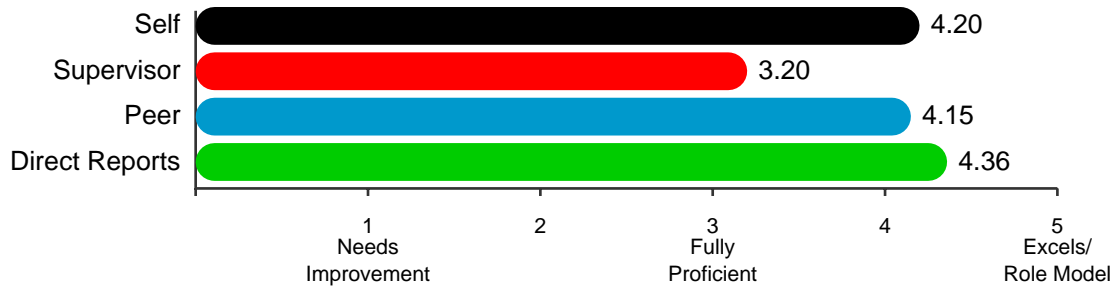
Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
21. Ensures the project is executed on time and on budget.	15	4.00	66.7	13%	20%	20%	47%
22. Makes sure all team members understand their roles.	15	3.47	53.3	13%	33%	47%	7%
23. Presents clear and accurate status information to required constituents.	15	3.60	66.7	13%	20%	60%	7%
24. Initiates large projects.	15	4.27	86.7	7%	7%	40%	47%
25. Ensures that the project remains at or under budget.	15	4.20	80.0	7%	13%	33%	47%

Comments:

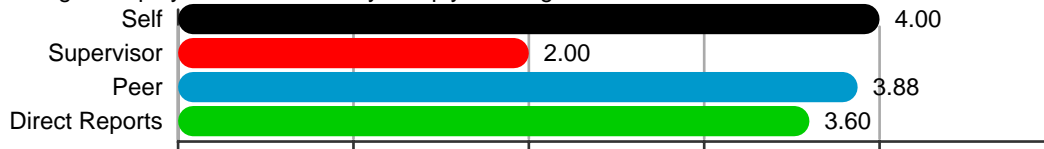
- Because we lack clear direction and often focus or priorities, it can be extremely frustrating to work effectively and feel successful.
- He has been instrumental in facilitating communications between staff and managers. Staff know that he is very supportive of them.
- He has good knowledge and awareness of the strengths and talents of his staff (as well as their weaknesses).
- _____ continually devotes his attention to opportunities for process improvement and professional growth.
- Very knowledgeable and always steps up if help is needed.
- _____ is friendly to myself and other staff members. I believe he is very knowledgeable in the role of controller. He continues to struggle with maintaining focus on tasks, time management and meeting deadlines. It is extremely frustrating to have to wait weeks for him to complete work needed from him.

Regulatory/Compliance

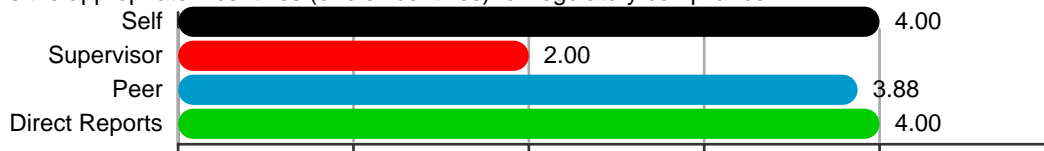
Summary Scores



26. Offers training to employees to ensure they comply with regulations.



27. Develops the appropriate incentives (or disincentives) for regulatory compliance.



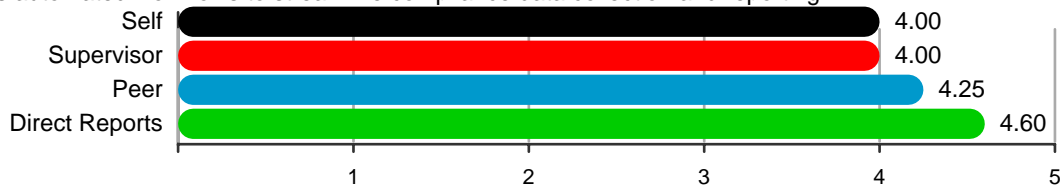
28. Establishes a governance body to monitor and guide the organization's activities.



29. Keeps detailed records of compliance measures.



30. Designs automated workflows to streamline compliance data collection and reporting.



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).

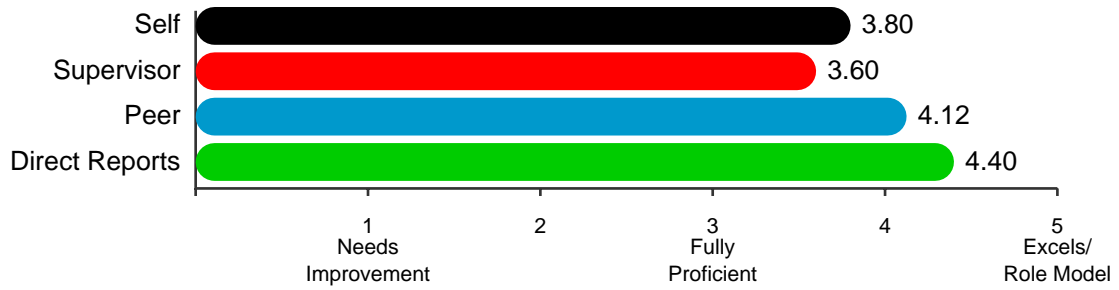
Item	n	Avg	LOA	Needs Improvement		Fully Proficient		Excels/ Role Model
26. Offers training to employees to ensure they comply with regulations.	15	3.67	66.7	20%	13%	47%		20%
27. Develops the appropriate incentives (or disincentives) for regulatory compliance.	15	3.80	73.3	20%	7%	47%		27%
28. Establishes a governance body to monitor and guide the organization's activities.	15	4.33	86.7	13%		40%		47%
29. Keeps detailed records of compliance measures.	15	4.67	100.0			33%		67%
30. Designs automated workflows to streamline compliance data collection and reporting.	15	4.33	100.0			67%		33%

Comments:

- Set clear expectations for others.
- _____ has great communication skills and is a dependable member of the team.
- In his role as a director, I have seen _____ continually role modeling expectations that reflect a clear customer service focus resulting in the best customer experience.
- As a leader, I can clearly see that _____ is open to growth as he is willing to have difficult conversations with the intent of strengthening the team. I believe the areas that need improvement will develop in time, as he gains leadership experience and mentoring.
- I appreciate the reality of his open door policy. Thanks for letting him be a part of our department.
- He is respectful of the people he works with regardless of the level in the organization.

Strategic Focus

Summary Scores



31. Identifies strengths that competitors would have trouble imitating.



32. Sustains or achieves a competitive advantage for the organization by analyzing the best practices and lessons learned from other organizations.



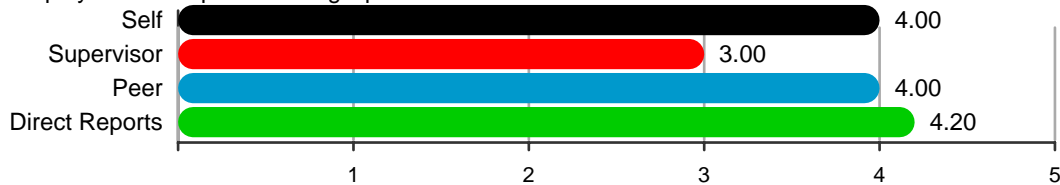
33. Supports changes being recommended from senior management.



34. Aligns cross-functional teams to the strategic plan.



35. Inspires employees to adopt the strategic 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 (Needs Improvement) to green (Excels/ Role Model).

Item	n	Avg	LOA	Needs Improvement	Fully Proficient	Excels/ Role Model
31. Identifies strengths that competitors would have trouble imitating.	15	4.07	80.0	20%	53%	27%
32. Sustains or achieves a competitive advantage for the organization by analyzing the best practices and lessons learned from other organizations.	15	4.47	100.0		53%	47%
33. Supports changes being recommended from senior management.	15	4.13	80.0	20%	47%	33%
34. Aligns cross-functional teams to the strategic plan.	15	4.13	86.7	13%	60%	27%
35. Inspires employees to adopt the strategic plan.	15	4.00	80.0	20%	60%	20%

Comments:

- I appreciate _____'s willingness to share his knowledge with our team.
- He could benefit from becoming more comfortable challenging others.
- He challenges me every day to be my best and I appreciate that.
- _____'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.
- He has created an environment that promotes self-improvement and high expectations, which is demonstrated by the quality of work we do at [CompanyName]. At the same time, he seems to be able to keep our unit in the financial green.
- Cannot think of anything

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?

- It has been a wonderful having _____ as our manager so far, the future looks brighter!
- I know I can always count on _____ to be reliable and respond in a timely manner to my request.
- I feel _____ is really listening when you talk to him. He always repeats back what he thinks he's hearing, so there is no misunderstanding.
- _____ takes the time to understand his team and the strengths that each team member brings to the organization.
- _____ could improve his awareness of his employees strengths and delegate work that utilizes those talents.
- He is fair, sets a good example, and I feel that he is very honest and has a great deal of integrity.

What do you like best about working with this individual?

- _____ is very contentious about his team. He wants to have the best team possible and will move and motivate his team towards this end.
- I really enjoy his mentorship.
- I think having _____ as a manager is one of the reasons I've been here 10 years. He has given me great space to grow -- to make mistakes and learn from them. He's taught me about budgets, evaluations, and policies, among other things. He's encouraged my strengths and never pointed out my weaknesses (he must know I'm rather sensitive). I have always enjoyed the times we've worked 1:1 together, that's when he's most engaged and focused on the specific issue before us.
- _____ 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.
- Shared decision making, transparency in communication, and accountability have all contributed to an improved work environment.
- Understanding that the progress towards a more definitive house supervisor does take time, I would like to see a more proactive approach in allowing the department to make decisions.

What do you like least about working with this individual?

- _____ is a very supportive co-worker who is quick to assist others in need. He's a great teammate.
- Excellent leader, great vision, intelligent, friendly, articulate, understanding and easy to talk to. There are managers and there are leaders, _____ fits the leadership role well.
- _____ has many responsibilities and at times needed direction is delayed as he sorts through his priorities. Responses via email can be slow, delaying action on my part while I wait direction.
- _____ is very focused on collaboration with other departments specifically those with which his team is involved on a routine basis.
- When making hiring decisions, he makes a point to ensure all stakeholders are involved in the process and decision.
- When there is not a good fit and outcomes are bad, needs to take action! When this does not happen other employees loose faith.

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

- _____ is very cognizant of areas for improvement. He has made a huge impact on how the department functions.
- _____ is excellent at providing positive feedback in the moment while in meetings.
- Over the past few months _____ has been creating a bridge between the billing staff and the operations departments.
- _____ is a new manager he has done a wonderful job, he is still in a learning curve and is still in the process of learning this role
- The department director should have the authority to lead the team toward the vision laid out by the VP.
- He is thoughtful, very experienced and has the uncommon talent to actively and respectfully disagree when decisions or perspectives differs from his own.

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

- I admire _____ for his vision and ability to think outside the box to better meet our organization's needs.
- Need to continue to engage staff in team development and role clarification.
- _____ makes a conscious effort to hire for talent while taking into consideration the candidate's educational preparation to best meet his current and future needs.
- As I have indicated above, _____ has had a difficult time in defining his role as manager within the department. As the manager of the department I appreciate _____'s engagement since last month and I am hopeful that he will grow in his leadership role.
- _____ exemplifies outstanding professionalism.
- Don't know where we would be without him.

Any final comments?

- Appreciate _____'s calm approach
- He is someone that has proven he can be trusted to do what is right.
- _____ makes a conscious effort to hire for talent while taking into consideration the candidate's educational preparation to best meet our current and future needs.
- _____ is always professional during interactions with staff.
- _____ is always professional and demonstrates integrity in his daily work. He is consistently respectful and values other members of the team.
- 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.