



Feedback Results  
Your CompanyName Here  
2025

Sample Employee

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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.

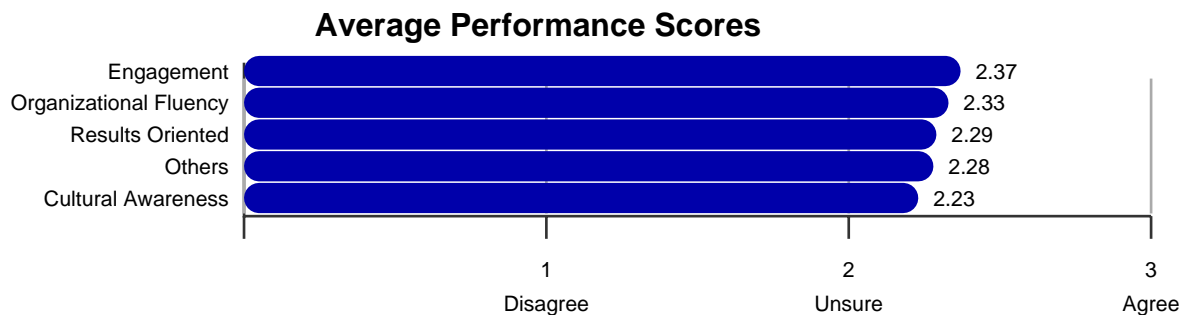
## What to Do with Your Feedback

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

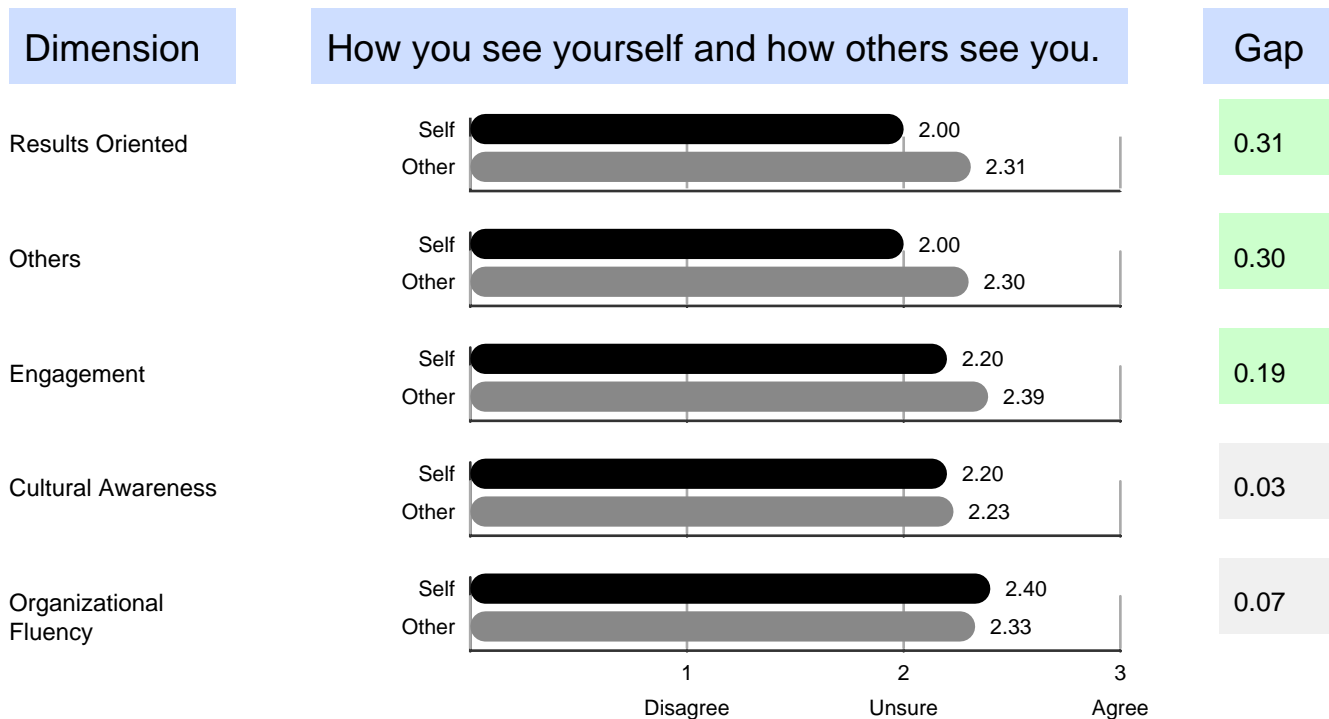
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 5 major dimensions of leadership.

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

## Definition:

Engagement is the deep connection employees feel to their work, demonstrated through involvement, high energy, enthusiasm, and commitment to organizational success. It is strengthened when employees are aligned with company values and goals, understand their roles, remain aware of changes, and exercise autonomy while contributing meaningful impact through accountability and innovation.

Engagement thrives in environments that support employee development, encourage input, provide feedback and recognition, and foster satisfaction, interpersonal relations, and trust between supervisors and teams. Ultimately, engagement reflects a culture where employees feel valued, supported, and inspired, creating both individual fulfillment and collective achievement.

## Why this is Important:

Engagement, as defined through dimensions like connection, energy, enthusiasm, commitment, alignment, impact, autonomy, development, clarity, awareness, feedback, input, support, satisfaction, relationships, and values, is vital because it directly links employee experience to organizational outcomes. When employees are engaged, they bring pride, energy, and enthusiasm to their roles, which fuels productivity, innovation, and resilience across the company.

For organizations, engagement ensures that employees are aligned with mission and values, understand their roles, and feel empowered to make decisions that create meaningful impact. This alignment reduces turnover, strengthens trust in leadership, and builds a culture where employees are motivated to contribute beyond tasks, shaping outcomes that matter for both the business and the community.

Engagement also fosters continuous improvement and adaptability: employees who receive feedback, recognition, and development opportunities are more likely to grow, innovate, and sustain high performance. Input from employees and support from supervisors create a collaborative environment where voices are heard, ideas are implemented, and wellbeing is prioritized.

Ultimately, engagement is not just about employee satisfaction it is about creating a strategic advantage. Companies with engaged workforces enjoy stronger customer loyalty, higher profitability, and a reputation as employers of choice, making engagement a cornerstone of longterm organizational success.

## Summary Scores:

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





Disagree



Unsure



Agree

## Scores on Each Item:

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

1. Engages with team members at a high level.



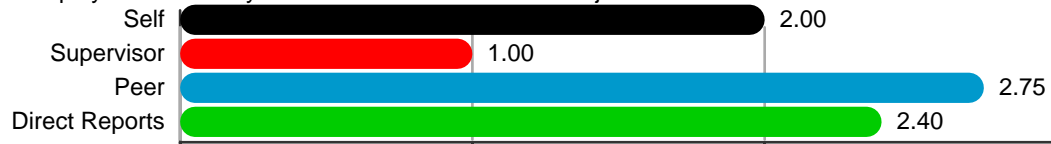
2. Understands the goals that need to be accomplished.



3. Keeps employees informed about what is going on at the company.



4. Supports employees when they have to make decisions on the job.



5. Brings energy that inspires coworkers to give their best effort.



## 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. Engages with team members at a high level.	15	2.27	33.3	7%	60%	33%
2. Understands the goals that need to be accomplished.	15	2.53	73.3	20%	7%	73%
3. Keeps employees informed about what is going on at the company.	15	2.33	40.0	7%	53%	40%
4. Supports employees when they have to make decisions on the job.	15	2.47	53.3	7%	40%	53%
5. Brings energy that inspires coworkers to give their best effort.	15	2.27	40.0	13%	47%	40%

### Comments:

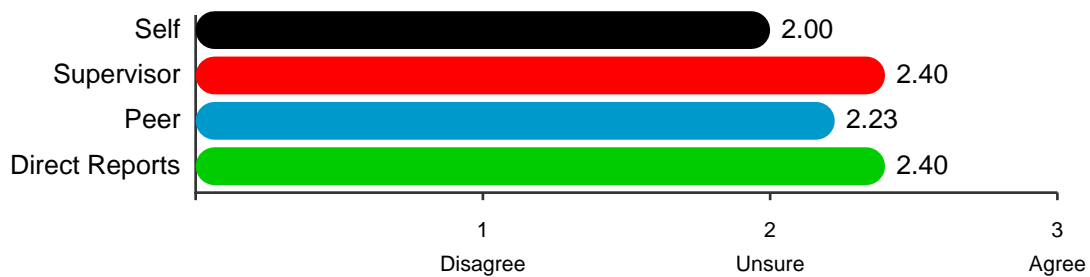
- He has been challenging us to find other ways to communicate that would be effective, other than email.
- I am confident that whenever I need to talk with \_\_\_\_\_, he is honest and direct and provides good guidance for my professional growth.
- Consistently involves employees in shared decision-making to determine how to achieve outcomes.
- \_\_\_\_\_ demonstrates his passion of taking great care of the customers and focuses his team to ensure they are demonstrating excellent customer service.
- He is always thinking outside the box, is highly creative and challenging (in a very good way!) in his thinking to create constant process improvement and professional growth in all those around him.
- I feel confident as if he treats us all as equals.

# 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.

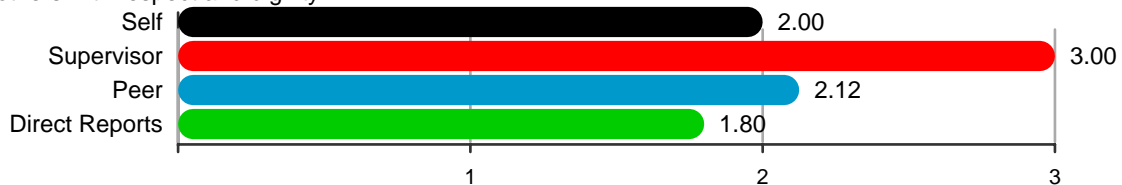


**Scores on Each Item:**  
The scores for each of the items in this competency are shown below.

6. Consistently demonstrates ability and willingness to trust others.



7. Treats others with respect and dignity.



8. Works effectively with people from other departments.



9. Is able to see issues from others' perspectives.



10. Supports the efforts of other employees in implementing solutions to problems.



### 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
6. Consistently demonstrates ability and willingness to trust others.	15	2.13	33.3	20%	47%	33%
7. Treats others with respect and dignity.	15	2.07	26.7	20%	53%	27%
8. Works effectively with people from other departments.	15	2.33	40.0	7%	53%	40%
9. Is able to see issues from others' perspectives.	15	2.40	53.3	13%	33%	53%
10. Supports the efforts of other employees in implementing solutions to problems.	15	2.47	60.0	13%	27%	60%

### Comments:

- \_\_\_\_\_ eagerly attends any Core Competency training that is offered and is quick, but thoughtful in working to implement what he has learned while leading his team-in other words he does not implement continuous improvement strategies independently.
- \_\_\_\_\_ is a pleasure to work with.
- \_\_\_\_\_ is a great listener and leader for the department.
- \_\_\_\_\_ wants what is best for the organization and Security team and as a manager he expects the best the each have to offer.
- His years of experience and wisdom are generously shared and appreciated.
- We have some very experienced people in our department and they need to be able to work more autonomously and run with projects.

# Cultural Awareness

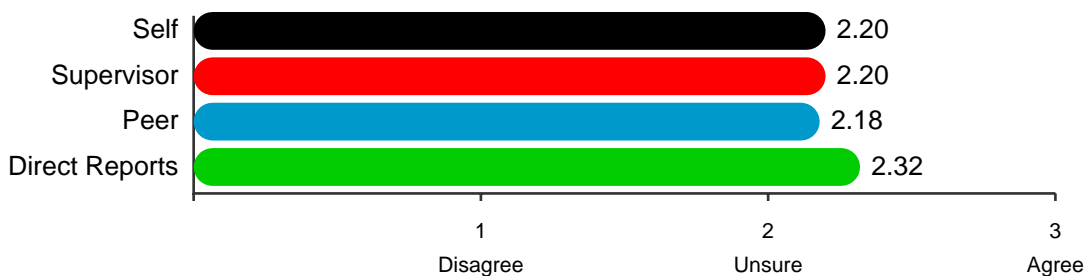
**Definition:**

Cultural Awareness is the ability to recognize and reflect on one's own cultural perspectives and biases while remaining open to the unique views and traditions of others. It involves showing sensitivity by honoring cultural milestones, adapting communication respectfully, and addressing individual needs with care and empathy. Culturally aware individuals foster inclusion by listening without judgment, promoting mutual respect, and encouraging recognition of diverse voices across teams. They continuously learn, advocate for equity, and model humility and integrity; helping build safe, collaborative environments where cultural differences are valued as strengths.

**Why this is Important:**

**Summary Scores:**

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



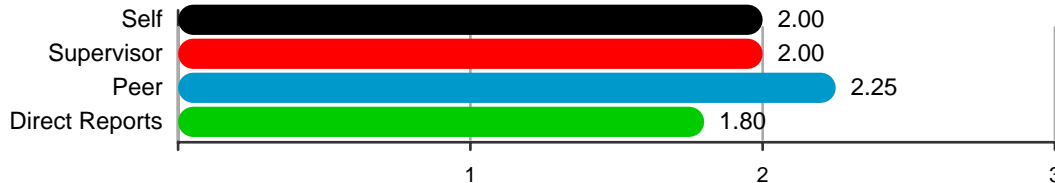
**Scores on Each Item:**

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

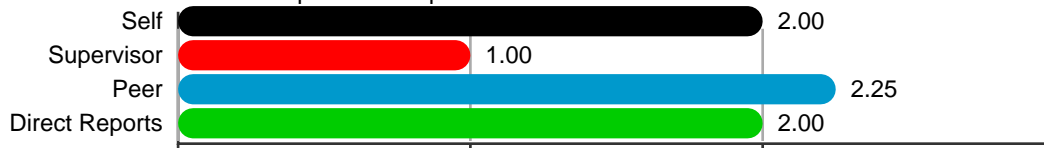
11. Willing to work with employees who have different cultural backgrounds.



12. Accepts individual differences.



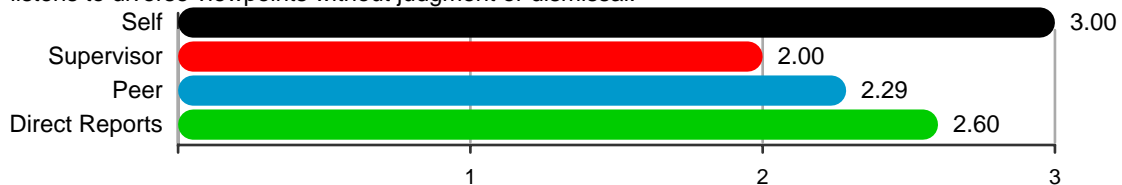
13. Understands what customs and etiquette are important for individuals from other cultures.



14. Effective in working with individuals with a variety of cultural backgrounds.



15. Actively listens to diverse viewpoints without judgment or dismissal.



### 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
11. Willing to work with employees who have different cultural backgrounds.	15	2.33	40.0	7%	53%	40%
12. Accepts individual differences.	15	2.07	20.0	13%	67%	20%
13. Understands what customs and etiquette are important for individuals from other cultures.	15	2.07	26.7	20%	53%	27%
14. Effective in working with individuals with a variety of cultural backgrounds.	15	2.27	40.0	13%	47%	40%
15. Actively listens to diverse viewpoints without judgment or dismissal.	14	2.43	50.0	7%	43%	50%

### Comments:

- Large diverse group of staff that requires a lot of patience and communication. I believe that I do this very well. Exceeded budget expectations during last fiscal year by approximately a large amount.
- Great addition to our team!
- He continues to be a shining example to his team especially in process improvement and professional growth.
- He stays in his office, and is largely oblivious to the daily activities of customer service.
- He makes sure we work together as a manager team when it comes to the Fleet scheduling.
- Good Team Player! Good decision making skills. A hard worker.

# Results Oriented

**Definition:**

Results Orientation is an attitude of focusing on achieving results. Facilitated by a combination of job skills and personal attributes, individuals must set and prioritize goals, plan actions while remaining flexible to change as the situation changes.

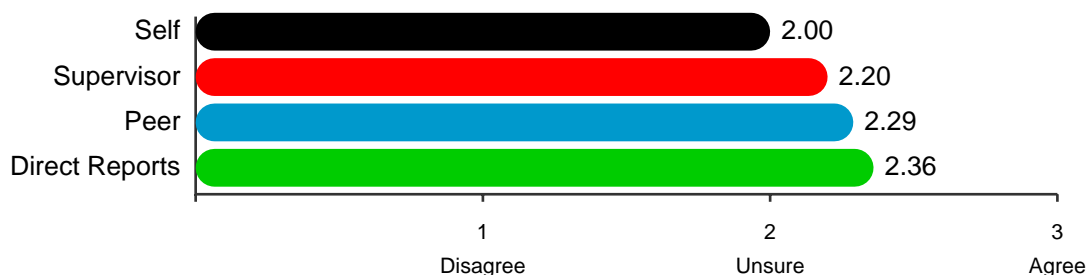
Stays focused on the task, avoid distractions and overcoming obstacles. These individuals are highly motivated and prefer to take action.

**Why this is Important:**

Results oriented individuals are leaders having impact on the organization setting the standard by which others are measured. Achieving results is a critical function of organizations. Individuals with a results orientation help focus the direction of other employees toward a common goal, create innovative solutions to problems, increase production through efficiencies and improve the department and organization.

**Summary Scores:**

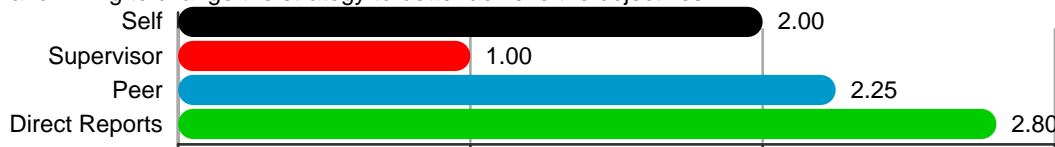
The summary scores shown here are an average of each of the items in this competency.



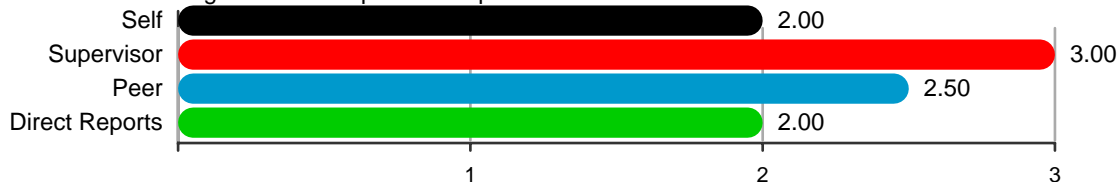
**Scores on Each Item:**

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

16. Flexible and willing to change the strategy to better achieve the objectives.



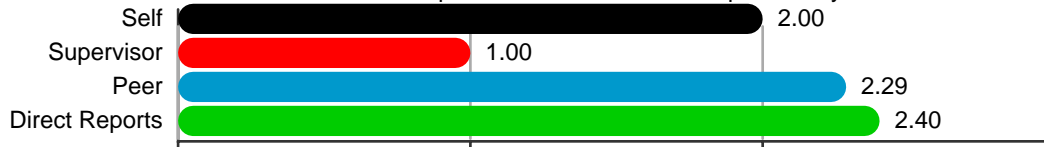
17. Willing to take on new assignments to help increase production.



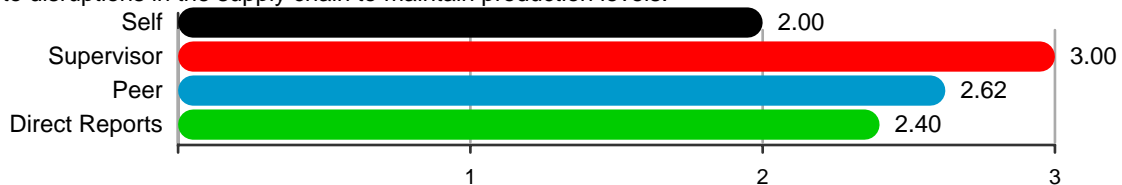
18. Produces a high volume of work.



19. Coordinates cross-functional efforts to ensure dependencies are addressed proactively.



20. Adapts to disruptions in the supply chain to maintain production levels.



### 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. Flexible and willing to change the strategy to better achieve the objectives.	15	2.33	46.7	13%	40%	47%
17. Willing to take on new assignments to help increase production.	15	2.33	40.0	7%	53%	40%
18. Produces a high volume of work.	14	2.00	14.3	14%	71%	14%
19. Coordinates cross-functional efforts to ensure dependencies are addressed proactively.	14	2.21	42.9	21%	36%	43%
20. Adapts to disruptions in the supply chain to maintain production levels.	15	2.53	60.0	7%	33%	60%

### Comments:

- He has set clear expectations, promotes my professional growth and expresses his appreciation for the work that I do.
- Loyalty. Willingness to get it right.
- He has worked closely with me relating to some personnel issues this last year and has provided a lot of support to me.
- I have found \_\_\_\_\_ to be very competent and professional. He delivers when and what he says he will and his work is always complete and accurate.
- \_\_\_\_\_'s leadership at [CompanyName] has been outstanding. I have been very impressed with him since he came here and I admire his work.
- \_\_\_\_\_ knows his team very well and is gaining the same knowledge in regards to his team

# Organizational Fluency

**Definition:**

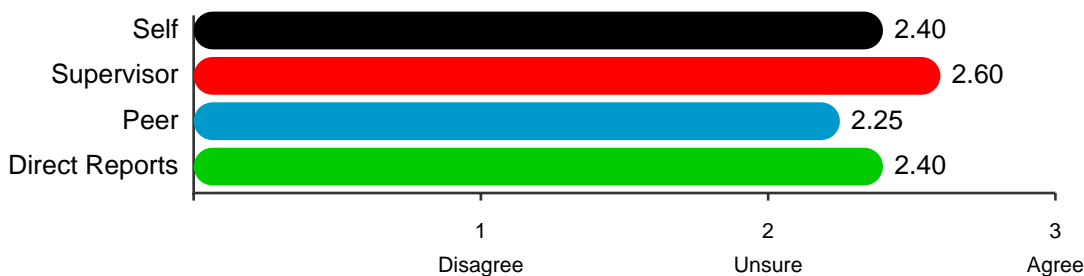
Able to work within the department/division/organization.  
 Understand how different parts of the business interact.

**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.



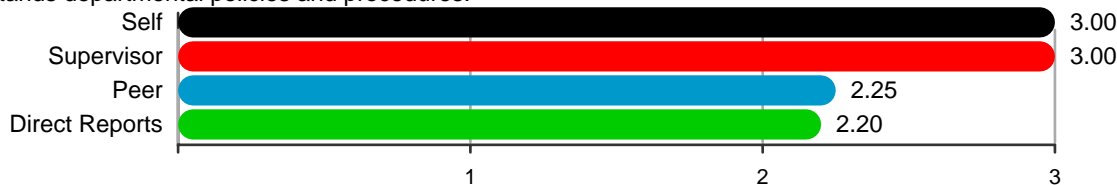
**Scores on Each Item:**

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

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



22. Understands departmental policies and procedures.



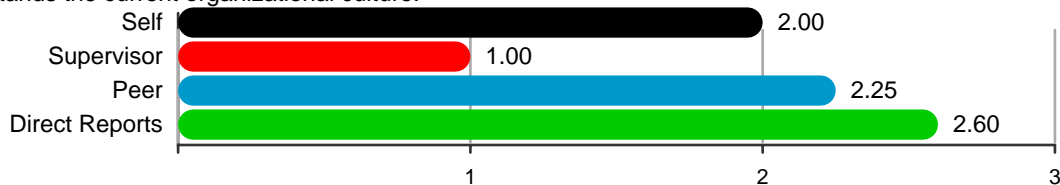
23. Anticipates problems that may affect the department.



24. Able to explain departmental policies and procedures to others.



25. Understands the current organizational culture.



### 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	Unsure 2	Agree 3
21. Able to use corporate politics to advance department objectives.	15	2.60	66.7	7%	27%	67%
22. Understands departmental policies and procedures.	15	2.33	40.0	7%	53%	40%
23. Anticipates problems that may affect the department.	15	2.07	20.0	13%	67%	20%
24. Able to explain departmental policies and procedures to others.	15	2.40	53.3	13%	33%	53%
25. Understands the current organizational culture.	15	2.27	53.3	27%	20%	53%

### Comments:

- I appreciate that my leader keeps his focus on the customer while displaying two invaluable traits for an executive leader: courage and conviction.
- \_\_\_\_\_ is a professional, motivated, and respected leader. He is able to engage his staff with clear expectations and leads by example.
- \_\_\_\_\_ has worked collaboratively with the Marketing, HR, Operations and Risk departments and many others while preparing for several transitions.
- I have not seen a lot of shared decision making. What I have see is his telling them what he needs and including them in the roll out....and asking them for their feedback.. this process might be more in response to the type of change and timelines. Again he has not had a lot of time to do this.
- As part of the strategic plan, the team is working towards creating an organized workflow for major projects that engages and empowers each member involved in it that encourages their input to provide the most effective end result for the organization.

- I may not know all that is going on behind the scenes, however there are times when he may need to take more action with some employees to help provide a more positive environment overall for the entire team.