



Feedback Results
Your CompanyName Here
2025

Sample Employee

Results Generated by HR-Survey

July 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.

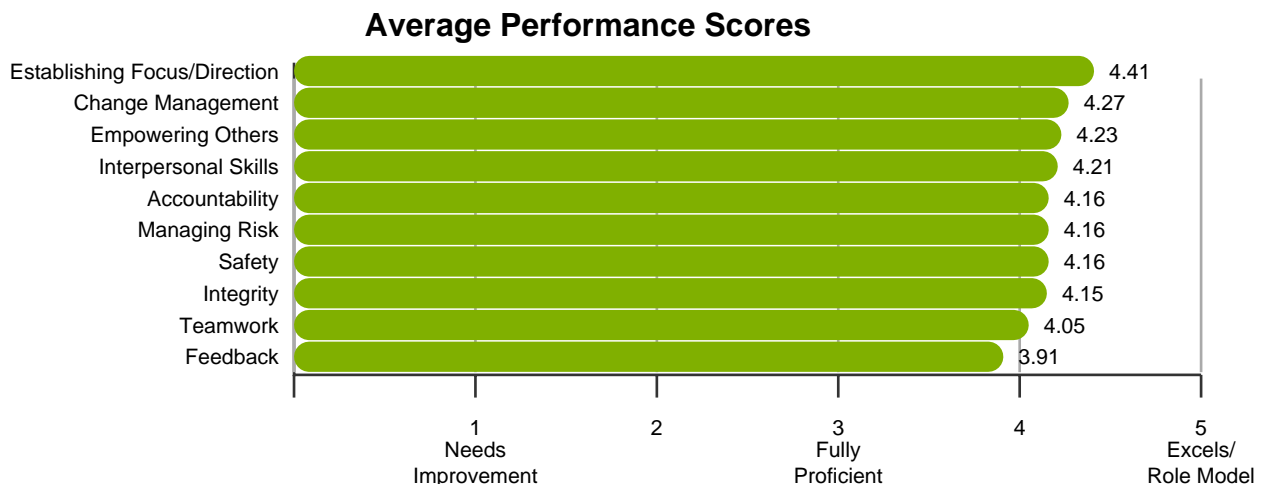
What to Do with Your Feedback

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 10 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.



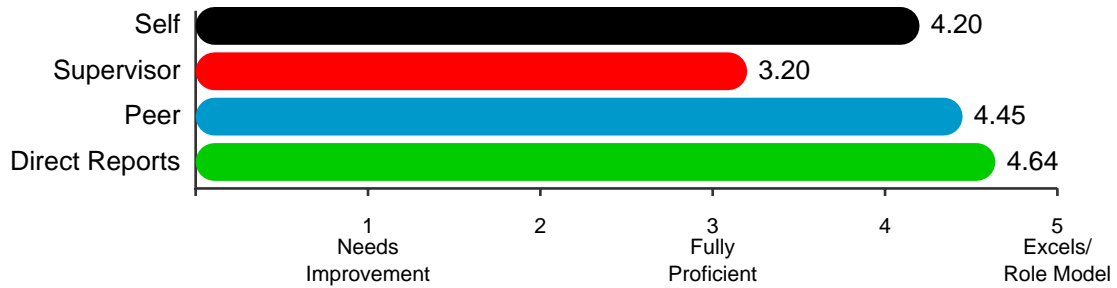
Gap Analysis

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.



Establishing Focus/Direction

Summary Scores



1. Makes sure that employees understand how their work relates to organizational goals.



2. Aligns the team's efforts, energy, and focus on a shared goal.



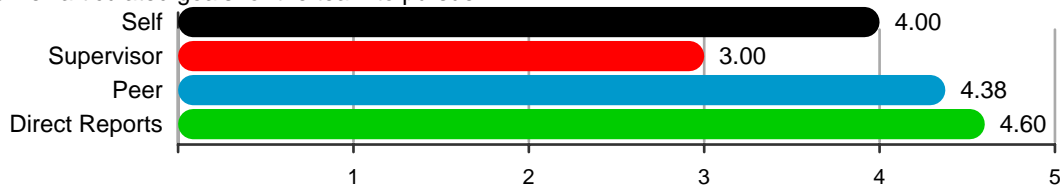
3. Uses performance analytics or project management tools to gain quantitative insights into how well goals are being met, where inefficiencies lie, and which employees might need additional support.



4. Provides strong direction to new employees and recent transfers.



5. Creates well articulated goals for the team to pursue.



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).

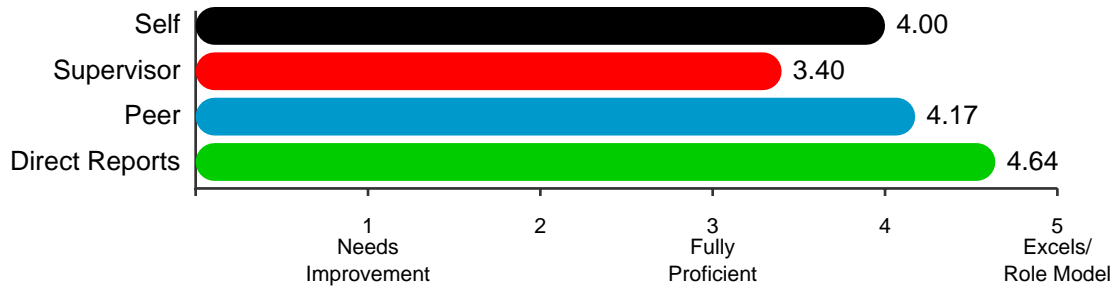
Item	n	Avg	LOA	Needs Improvement		Fully Proficient		Excels/ Role Model
1. Makes sure that employees understand how their work relates to organizational goals.	15	4.20	93.3	7%		67%		27%
2. Aligns the team's efforts, energy, and focus on a shared goal.	15	4.87	100.0	13%		87%		
3. Uses performance analytics or project management tools to gain quantitative insights into how well goals are being met, where inefficiencies lie, and which employees might need additional support.	15	4.27	93.3	7%		60%		33%
4. Provides strong direction to new employees and recent transfers.	15	4.40	86.7	13%		33%		53%
5. Creates well articulated goals for the team to pursue.	15	4.33	93.3	7%		53%		40%

Comments:

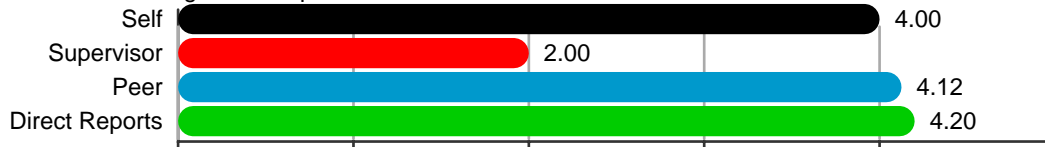
- ___ is the absolute definition of team player.
- ___ is easy to work with and is a positive energy in meetings. She makes an effort to build and maintain relationships throughout the organization.
- ___ is an exceptional leader in my opinion. She leads by example and knows her teams at the depth necessary to effectively engage them and lead them to improved performance.
- Have not hired anyone yet and still learning all the staff's strengths and weaknesses, moving toward developing new skills with newer staff members.
- ___ is a great team member. Her technical skills are impeccable...great to see you in MBA program. Keep going.
- ___ needs no improvement

Change Management

Summary Scores



6. Sets goals for what changes are required.



7. Addresses organizational and departmental resistance to changes.



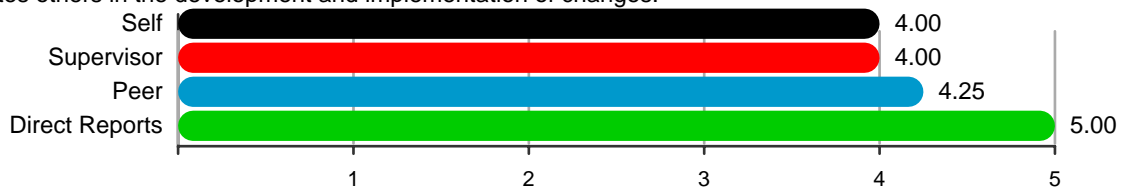
8. Supports various change management activities.



9. Recognizes employees who facilitate the organization making progress on the necessary changes.



10. Facilitates others in the development and implementation of changes.



Level of Skill

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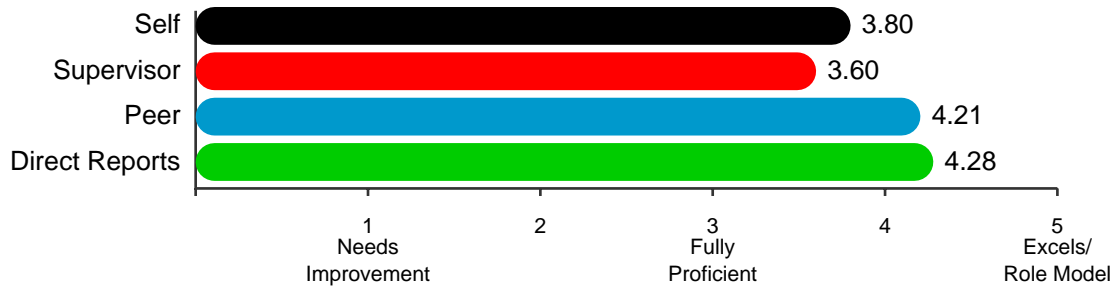
Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
6. Sets goals for what changes are required.	15	4.00	80.0	7%	13%	53%	27%
7. Addresses organizational and departmental resistance to changes.	15	4.07	80.0		20%	53%	27%
8. Supports various change management activities.	15	4.33	93.3	7%		47%	47%
9. Recognizes employees who facilitate the organization making progress on the necessary changes.	15	4.47	93.3	7%		40%	53%
10. Facilitates others in the development and implementation of changes.	15	4.47	93.3	7%		40%	53%

Comments:

- ____ is fully on board with engaging our staff in continuing improvements. I can see great improvements in team development.
- She aligns herself to assist, teach, support, coach and lead standing beside you. It's a real talent--it's who she is.
- She offers up ideas of how I could have handled something differently in a constructive manner.
- I hope she knows how much I value her and how I've come to rely on her knowledge, self-assurance and wisdom.
- I think she has built relationships with my team that did not exist before and that will benefit the organization going forwards.
- Has good intentions, but follow through needs more work.

Accountability

Summary Scores



11. Tackles issues head on and finds solutions.



12. Keeps supervisor informed of recent events.



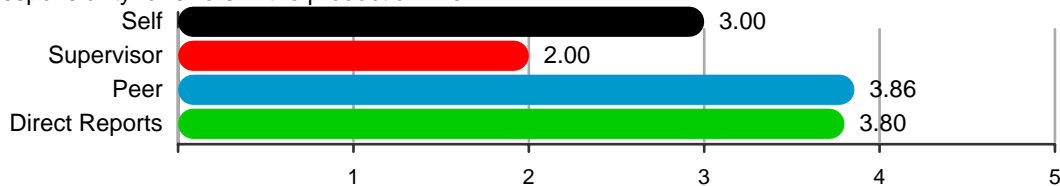
13. Sets clear performance measures.



14. Upholds ethical standards even when no one is watching.



15. Takes responsibility for errors in the production line.



Level of Skill

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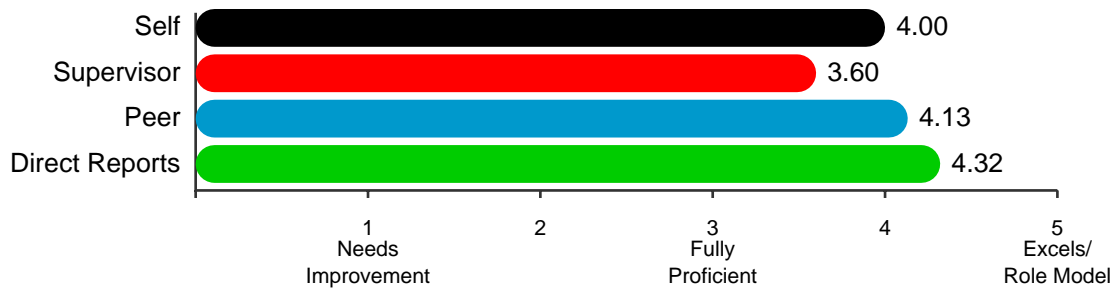
Item	n	Avg	LOA	Needs Improvement		Fully Proficient		Excels/ Role Model
11. Tackles issues head on and finds solutions.	15	4.60	100.0		40%		60%	
12. Keeps supervisor informed of recent events.	15	4.27	100.0		73%			27%
13. Sets clear performance measures.	15	4.33	100.0		67%			33%
14. Upholds ethical standards even when no one is watching.	15	3.93	73.3	27%		53%		20%
15. Takes responsibility for errors in the production line.	14	3.64	57.1	14%	29%	36%		21%

Comments:

- ____ is highly professional in her everyday work.
- She communicates clearly and responds to request without unnecessary delay.
- I have found that when ____ has hit a barrier or road block in accomplishing a task or goal she is quick to overcome it and take action.
- I am grateful for the knowledge, understanding and significant expertise she brings to the team, especially as it pertains to the big picture organizational issues whether it is regarding industry reform, financial information, or other broad topics, she always seems to have an understanding that many other leaders do not have or cannot articulate in the same way ____ can.
- She makes a point to ensure all stakeholders are involved in the process and decision and truly cares and listens to how others feel.
- She always makes a point to make sure she has all appropriate data and information before making decisions, soliciting input or passing judgment on an issue.

Integrity

Summary Scores



16. Able to maintain confidential information.



17. Ensures that employees carry out their responsibilities with honesty and ethical principles.



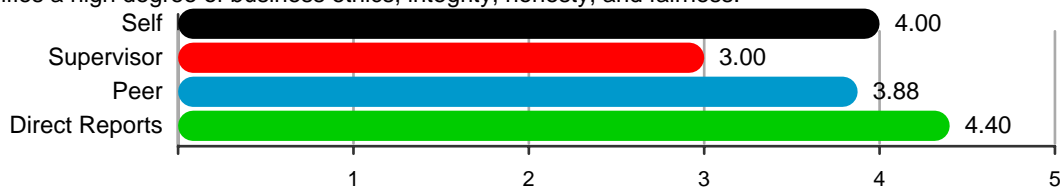
18. Respects others as a demonstration of integrity and a core ethical principle of fairness and justice.



19. Can be trusted by others all the time and in every circumstance.



20. Exemplifies a high degree of business ethics, integrity, honesty, and fairness.



Level of Skill

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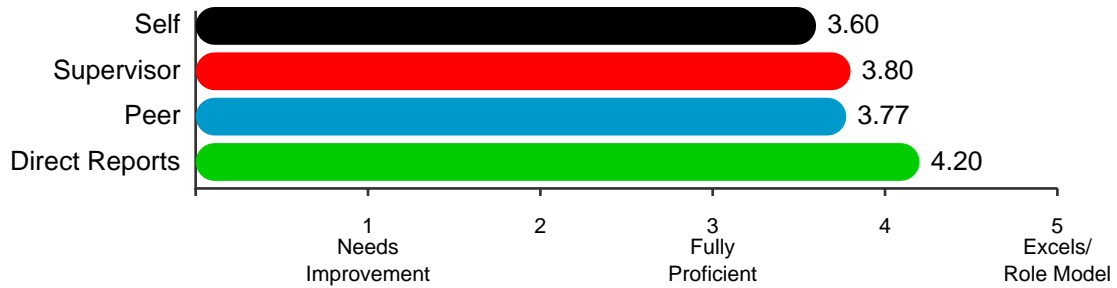
Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
16. Able to maintain confidential information.	15	4.33	86.7	13%	40%	47%	
17. Ensures that employees carry out their responsibilities with honesty and ethical principles.	15	4.27	93.3	7%	60%	33%	
18. Respects others as a demonstration of integrity and a core ethical principle of fairness and justice.	14	4.00	92.9	7%	86%	7%	
19. Can be trusted by others all the time and in every circumstance.	14	4.14	85.7	7%	7%	50%	36%
20. Exemplifies a high degree of business ethics, integrity, honesty, and fairness.	15	4.00	66.7	7%	27%	27%	40%

Comments:

- ___ has brought a level of professionalism and marketing skill to our team that we desperately needed. We are glad to have her direction, talent and enthusiasm.
- ___ needs to remove herself from the day-to-day operations of the department and take a bigger picture role, not directing the actions of staff which doesn't give them the opportunity to understand the issues and develop approaches.
- She makes it very clear what the expectations are and the goals stay consistent. If there is a change in focus, the reason for the change in focus or priority is clearly explained and is not done on a whim. Changes are thought out and logical.
- ___ excels in defining outcomes and expectations. She isn't afraid to make difficult decisions and is passionate about placing the right candidate with the right job. She is very effective in her communication. The thing I most appreciate about ___ is her enthusiasm about work, her dedication to teach others, and her passion to improve processes.
- Stay focused more on the agenda for meetings.
- I think ___ is off to a very good start with the new division. She is engaging key players and helping form vision with her leadership team.

Feedback

Summary Scores



21. Gives full attention to the feedback provider.



22. Helps individuals reflect on their experiences and learn from their mistakes.



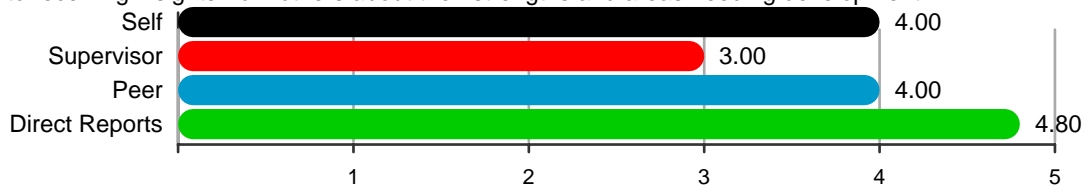
23. Provides feedback in a timely manner to help employees understand their strengths and areas for improvement while the events are still fresh in their minds.



24. Begins feedback with what the recipient is doing well to set a positive tone and helps them feel valued.



25. Is open to receiving insights from others about their strengths and areas needing development.



Level of Skill

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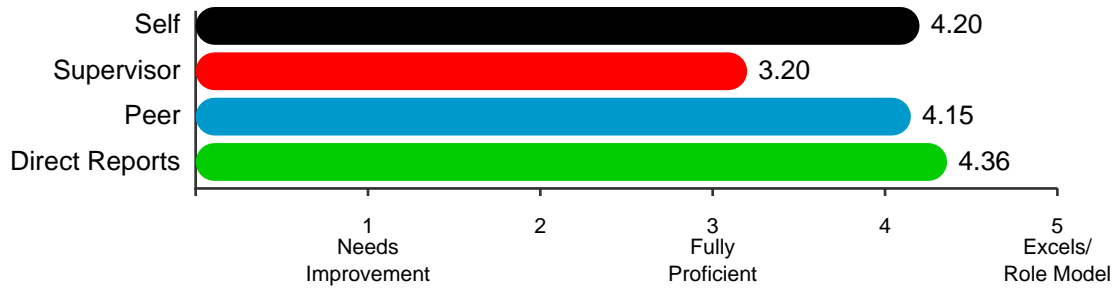
Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
21. Gives full attention to the feedback provider.	15	4.00	66.7	13%	20%	20%	47%
22. Helps individuals reflect on their experiences and learn from their mistakes.	15	3.47	53.3	13%	33%	47%	7%
23. Provides feedback in a timely manner to help employees understand their strengths and areas for improvement while the events are still fresh in their minds.	15	3.60	66.7	13%	20%	60%	7%
24. Begins feedback with what the recipient is doing well to set a positive tone and helps them feel valued.	15	4.27	86.7	7%	7%	40%	47%
25. Is open to receiving insights from others about their strengths and areas needing development.	15	4.20	80.0	7%	13%	33%	47%

Comments:

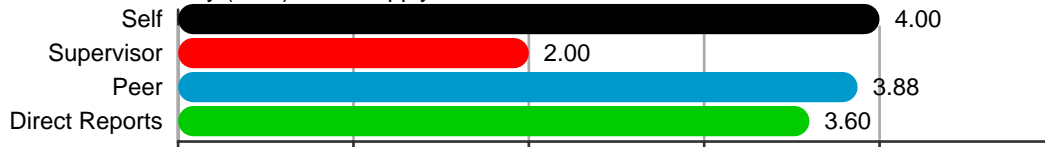
- She is a joy to work for.
- Collaboration and dissemination of information and projects is something ____ does well.
- I think ____ is off to a very good start with the new division. She is engaging key players and helping form vision with her leadership team.
- When ____ was the manager of engineering she identified areas that needed improvement and implemented the changes to improve the department. The impressive part. By working collaboratively with the team She was able to raise the departments moral while implementing those changes. ____ is an engaged Leader.
- ____ is able to problem solve very well.
- Care should be taken to ensure decisions are not made in a conference room about work done by your 'frontline' staff. There have been several occasions where decisions regarding process changes were made (and implemented) without involving the staff actually doing the work in the decision making process.

Managing Risk

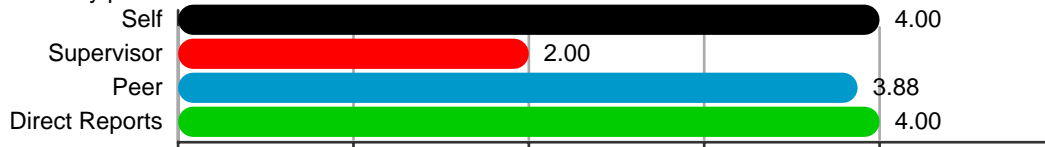
Summary Scores



26. Seeks to reduce uncertainty (risks) in the supply chain.



27. Create continuity plans.



28. Determines the impact of specific risks on marketplace.



29. Aware of appropriate actions to minimize risks.



30. Uses risk management to remain in compliance with regulations.



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).

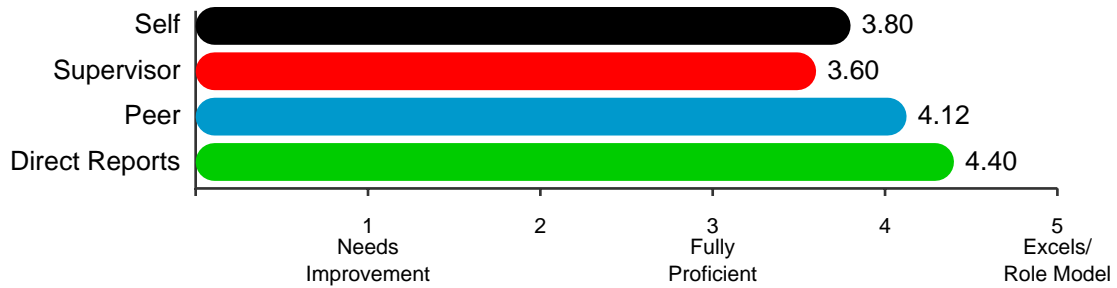
Item	n	Avg	LOA	Needs Improvement		Fully Proficient		Excels/ Role Model
26. Seeks to reduce uncertainty (risks) in the supply chain.	15	3.67	66.7	20%	13%	47%		20%
27. Create continuity plans.	15	3.80	73.3	20%	7%	47%		27%
28. Determines the impact of specific risks on marketplace.	15	4.33	86.7	13%		40%		47%
29. Aware of appropriate actions to minimize risks.	15	4.67	100.0			33%		67%
30. Uses risk management to remain in compliance with regulations.	15	4.33	100.0			67%		33%

Comments:

- It's been a pleasure to work for her.
- She 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 her style of leadership. Her understanding and appreciation of her leadership team and all her associates is something I would aspire to replicate in my own leadership areas of repsonsibility.
- ____ is very approachable and always willing to listen.
- ____ is so attentive to the needs of our department and to the needs of individuals.
- ____ is very visible on the unit. Spending many hours with staff.
- ____ does an exceptional job at running the department.

Safety

Summary Scores



31. Keeps accurate safety records.



32. Seeks to reduce the likelihood of accidents.



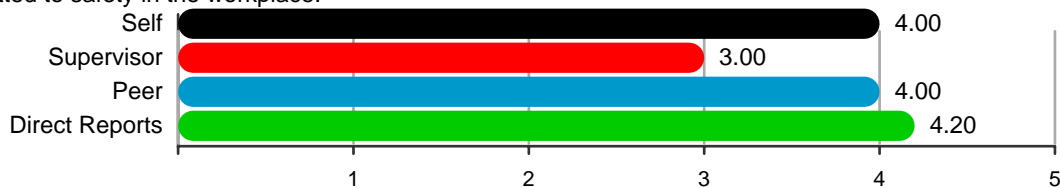
33. Participates in safety training when available.



34. Develops a strong safety culture.



35. Committed to safety in the workplace.



Level of Skill

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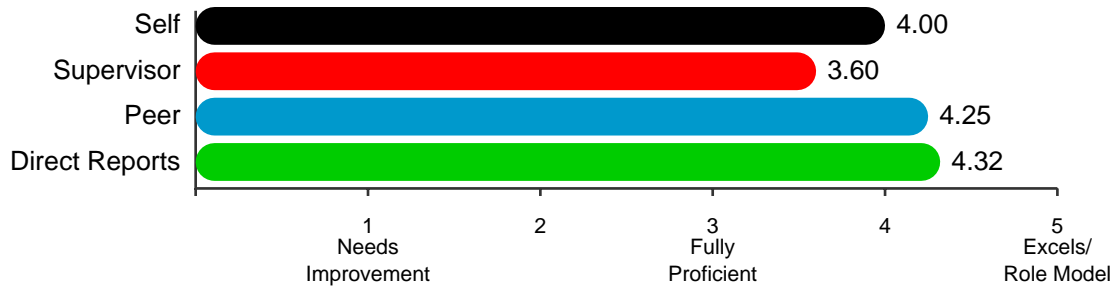
Item	n	Avg	LOA	Needs Improvement	Fully Proficient	Excels/ Role Model
31. Keeps accurate safety records.	15	4.07	80.0	20%	53%	27%
32. Seeks to reduce the likelihood of accidents.	15	4.47	100.0	53%	47%	
33. Participates in safety training when available.	15	4.13	80.0	20%	47%	33%
34. Develops a strong safety culture.	15	4.13	86.7	13%	60%	27%
35. Committed to safety in the workplace.	15	4.00	80.0	20%	60%	20%

Comments:

- There have been many changes in management over the last 5 years. I can truly say that ___ is an exceptional manager. Our dept has made some truly good changes under ___.
- she is clear in defining her desired outcomes but would encourage following up and confirm that the staff/team have heard them.
- ___ is deeply invested in the Labor and Delivery unit and it is obvious that her focus is in making it the top choice for customers and employees.
- ___ consistently involves employees in shared decision making to determine how to achieve optimal outcomes. ___ excels in approaching a situation from a system perspective and works with you to determine the best steps to take.
- ___ has been in her new role a short time, but I already am appreciating the higher level of expectations she is setting and the groundwork for quality improvement
- She could help teammates by becoming more proficient in some areas.

Interpersonal Skills

Summary Scores



36. A good listener who is attentive to others.



37. Addresses critical customer issues in a timely manner.



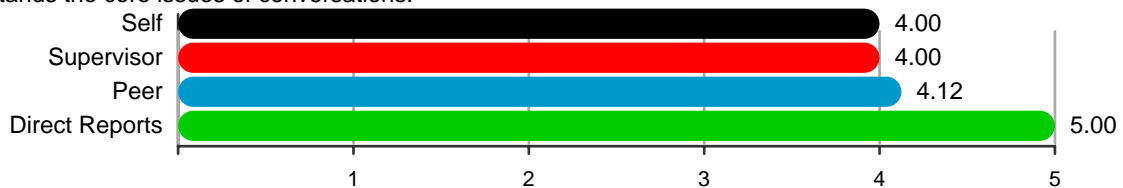
38. Demonstrates good communication with colleagues and customers.



39. Offers constructive criticism to have a positive impact on performance.



40. Understands the core issues of conversations.



Level of Skill

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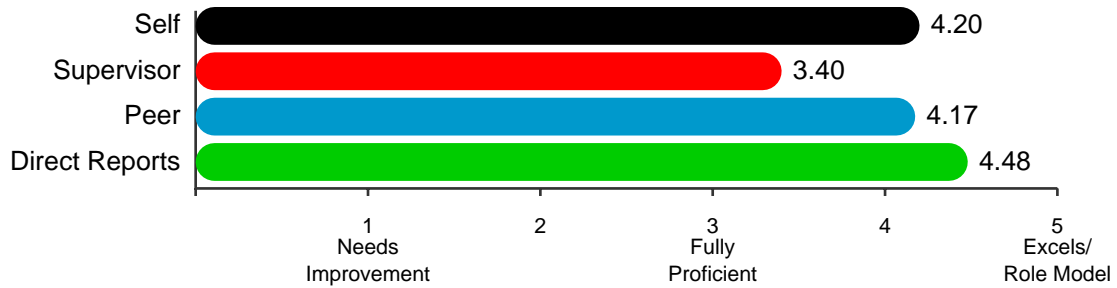
Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
36. A good listener who is attentive to others.	15	4.33	100.0		67%		33%
37. Addresses critical customer issues in a timely manner.	15	3.93	80.0	13%	7%	53%	27%
38. Demonstrates good communication with colleagues and customers.	15	4.27	86.7	13%		47%	40%
39. Offers constructive criticism to have a positive impact on performance.	15	4.13	86.7	13%		60%	27%
40. Understands the core issues of conversations.	15	4.40	93.3	7%		47%	47%

Comments:

- She demonstrates a high level of personal integrity in her work and remains honest (even when the truth hurts).
- She can appear guarded at times. If she can let her guard down with other team members, it may help them become closer.
- ___ 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 she has maintained an open line of communication and remained available to staff who have voiced concerns.
- ___ is very approachable for all departmental staff. She maintains a professional yet personable attitude at all times.
- Employees were not encouraged to do anything besides come to work.
- ___ does an excellent job as a leader. She has been presented with many challenges in the last year and has remained positive for her staff.

Empowering Others

Summary Scores



41. Permits employees to take training to become more independent.



42. Sets clear goals for others to accomplish.



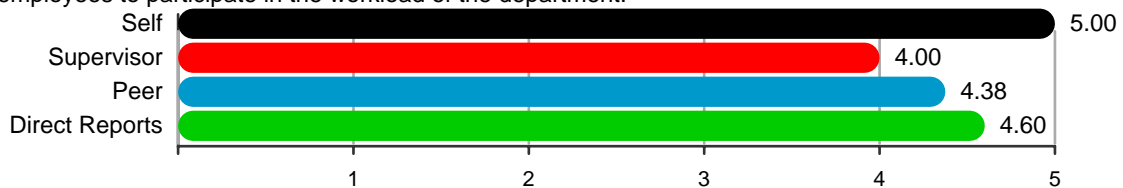
43. Allows subordinates to perform mission critical tasks.



44. Motivates and encourages employees to be successful in their jobs.



45. Allows employees to participate in the workload of the department.



Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Needs Improvement) to green (Excels/ Role Model).

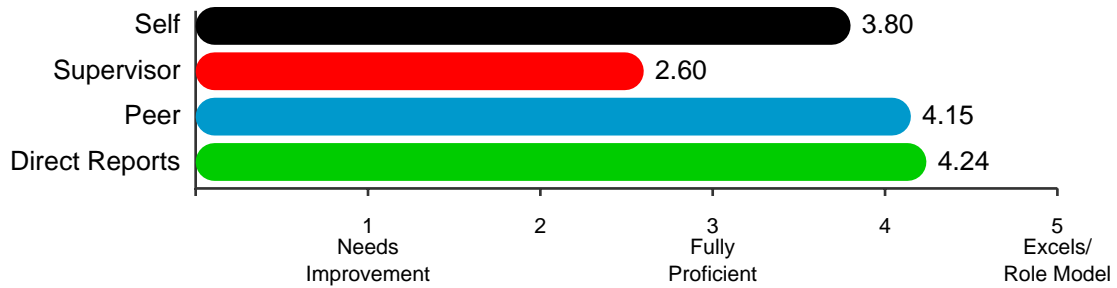
Item	n	Avg	LOA	Needs Improvement	Fully Proficient	Excels/ Role Model
41. Permits employees to take training to become more independent.	15	4.33	93.3	7%	53%	40%
42. Sets clear goals for others to accomplish.	15	4.20	80.0	20%	40%	40%
43. Allows subordinates to perform mission critical tasks.	15	4.13	86.7	13%	60%	27%
44. Motivates and encourages employees to be successful in their jobs.	15	4.00	86.7	13%	73%	13%
45. Allows employees to participate in the workload of the department.	15	4.47	93.3	7%	40%	53%

Comments:

- ___'s office staff each have their own personalities and she effectively communicates with all of them.
- The front line people in the department struggle to keep up with this very fast paced environment. I do not know what ___ has done with this but needs to be addressed and improved.
- Provide more frequent development feedback.
- 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 likely 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.
- ___ is professional, collaborative. . .a great team member.
- ___ has been very helpful to me as a new manager this year.

Teamwork

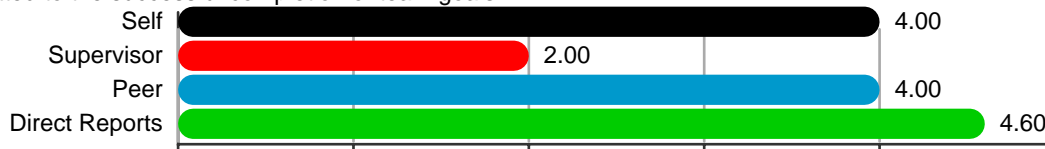
Summary Scores



46. Helps the team decide what long term goals need to be met.



47. Committed to the successful completion of team goals.



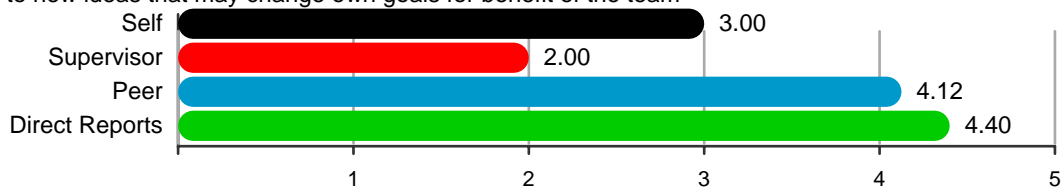
48. Works with other team members to identify bottle necks in the production process.



49. Expresses appreciation for the work of other team members.



50. Is open to new ideas that may change own goals for benefit of the team



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
46. Helps the team decide what long term goals need to be met.	15	3.87	80.0	7%	13%	67%		13%
47. Committed to the successful completion of team goals.	15	4.07	86.7	13%		53%		33%
48. Works with other team members to identify bottle necks in the production process.	15	4.13	86.7		13%	60%		27%
49. Expresses appreciation for the work of other team members.	15	4.20	86.7	7%	7%	47%		40%
50. Is open to new ideas that may change own goals for benefit of the team	15	4.00	73.3	13%	13%	33%		40%

Comments:

- ___ always provides supportive comments and input to arrive at team decisions that are in the best interest of the customer and [CompanyName]. A recent example of this is the agreements renegotiation and cost saving plan.
- Show others it is possible to understand both sides without having to agree all the time.
- ___ has been very effective with writing up the standards for operating within the department, using both perspectives from staff and a recent hire in order to make the standards very clear. I appreciate the way she approaches a problem, using Competency methods and training to provide examples for the rest of us. I really appreciate ___ !
- ___ is professional, collaborative. . .a great team member.
- She is organized, kind, and extremely approachable.
- She has a broad vision across all spectrums of the dynamics within services, from the customers, to staff and managers.

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?

- ___ does try to increase her knowledge in the department. She's not quite there yet but is making a noticeable effort. ___ has shown marked improvement in being present when needed in the department.
- An all around great person who is knows smart, is not arrogant, willing to teach, and willing to give & receive honest feedback.
- ___ has supported me through some tough contract negotiations and she is the consummate professional.
- While she remains considerate of the impact each roll out has on front line staff, she also ensures we stay focused and on track.
- She is organized, kind, and extremely approachable.
- She is very relatable and I believe it helps with the initial contact with the prospects.

What do you like best about working with this individual?

- ___ is professional in communication verbally, but misses hearing some important items that are verbalized to her.
- ___ does a great job at demonstrating the value of her team to the organization.
- Timeliness and accountability of projects.
- She has a talent for breaking through the bureaucracy of [CompanyName] administration and keeping her attention on improving her department.
- People come and go in this organization and I can say with no reservation that ___ is a colleague I will miss the most when she retires.
- ___ exceeds in above in all she does.

What do you like least about working with this individual?

- ___ has been a tremendous resource for my own professional development in this department and in recruitment. She openly provides feedback, talks through issues/questions, and engages me in the entire process. She finds opportunities for team to utilize our own strengths in order to contribute to the larger team.
- ___ does an excellent job of assessing processes to determine if they are working or not working and helping the team to identify issues, barriers and solutions to move our practices forward.
- ___ has been an outstanding partner to collaborate with and drive department initiatives to improve standard work.
- I am VERY fortunate to be on her team and part of this division.
- ___ is very focused on collaboration with other departments specifically those with which her team is involved on a routine basis.
- ___ has good communication skills and works collaboratively within as well as outside her department to improve processes that benefit the organization.

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

- ___ is extremely professional and has strong communication. She is always looking for process improvement opportunities and engages her staff and other leaders in the process.
- ___ always engaged her staff and ensured she obtained everyone's ideas and opinions before moving forward on a project. ___ invests in the projects she leads and follows them through to completion. ___ always maintains a focus on the customers and how we as an organization can best serve our customers.
- She is a dedicated person who inspires excellence in both staff and customer service.
- ___ is an excellent communicator and is very open and supportive to her staff.
- ___ supports each security officer in such a way that you want to grow and improve in what you do.
- ___ is able to multitask in a variety of ways.

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

- ____ is a role model for Transformational Leadership. She exceeds all of the above elements of performance by modeling her expertise in her decision making, expectations, professionalism, communication, engagement by setting the bar high. As an operational manager I respect ____ as a visionary who pushes me further than I feel comfortable. Without her I might be too cautious to forge ahead. She has accomplished more in her 4 years as director of SCI than I have witnessed in the last 30 years.
- I think she has built relationships with my team that did not exist before and that will benefit the organization going forwards.
- I have seen improvement and will try to encourage even more growth.
- She is the model of a true leader. She will never ask her staff to do something she wouldn't do herself.
- She has integrated into Systems more than anyone else. She is truly an asset for [CompanyName]'s work.
- She strives for self improvement and is heavily invested in the same for others.

Any final comments?

- ____ has excellent communication skills.
- Attitude and willingness to pitch in. Highly capable to take on tasks and run with them.
- Delay in completing an agreed upon task which ultimately delays the process and can put others in a time crunch.
- ____ demonstrates respect, a calm personality and technical expertise that make her a role model for others in the organization.
- ____ has been so busy with her daily work, and filling in the gaps of a shortage of employee's that she has not been able to attend any seminars or outside educational courses. It would be in all of our best interest for her to be able to attend these functions.
- She truly is the best Manager I have ever had.