



Feedback Results
Your CompanyName Here
2026

Sample Employee

Results Generated by HR-Survey

April 2026

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.

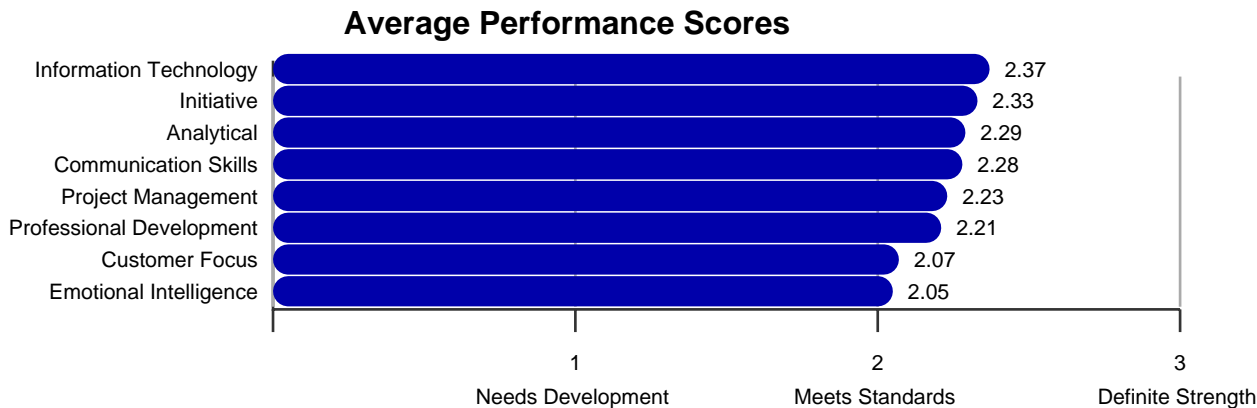
What to Do with Your Feedback

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.



Information Technology

Definition:

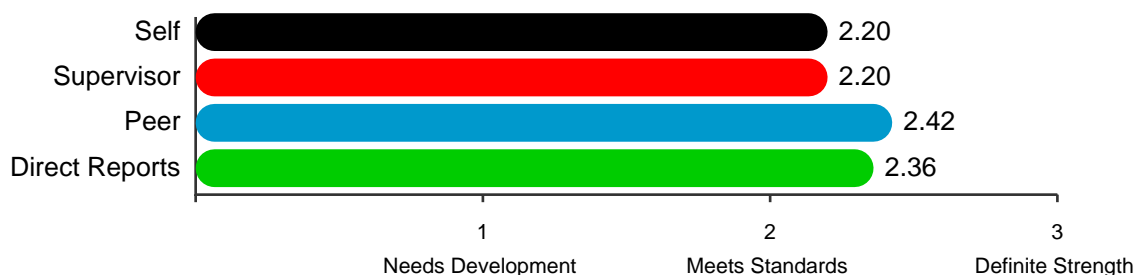
D Information Technology D

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.



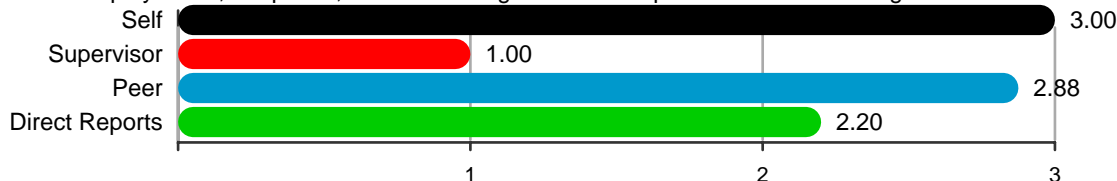
Scores on Each Item:

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

1. Assigns resources to achieve the strongest return on effort and investment.



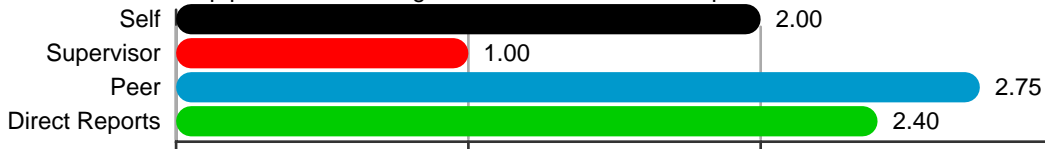
2. Creates reusable playbooks, templates, and technical guides that help teams solve recurring issues without needing escalation.



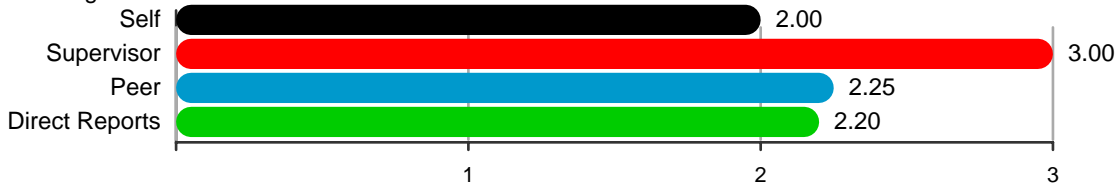
3. Coaches teams in advanced technical concepts, helping them troubleshoot complex issues and strengthen long-term technical capability.



4. Adjusts IT resources to keep pace with evolving business and technical requirements.



5. Offers IT training seminars that are relevant and informative.



Level of Skill

The table below shows the responses in a graphic form where the percentage using a color from red (Needs Development) to green (Definite Strength).

Item	n	Avg	LOA	Level of Skill		
				Needs Development (1)	Meets Standards (2)	Definite Strength (3)
1. Assigns resources to achieve the strongest return on effort and investment.	15	2.27	33.3	7%	60%	33%
2. Creates reusable playbooks, templates, and technical guides that help teams solve recurring issues without needing escalation.	15	2.53	73.3	20%	7%	73%
3. Coaches teams in advanced technical concepts, helping them troubleshoot complex issues and strengthen long-term technical capability.	15	2.33	40.0	7%	53%	40%
4. Adjusts IT resources to keep pace with evolving business and technical requirements.	15	2.47	53.3	7%	40%	53%
5. Offers IT training seminars that are relevant and informative.	15	2.27	40.0	13%	47%	40%

Comments:

- She stays in her office, and is largely oblivious to the daily activities of customer service.
- By applying vision, strategy and activation in her day to day decisions she inspires us to be the best leaders we can be.
- Sometimes her decisions aren't thought through from a financial perspective.
- She always responds in a timely manner and stays organized.
- ___ is very supportive of Core Competency and concepts. The one concept that ___ refers to consistently is what we respect most is people's ability to think.
- She makes her expectations clear to her team, reviews the expectations regularly and will provide constructive feedback and offer opportunity for improvement to team members when needed.

Communication Skills

Definition:

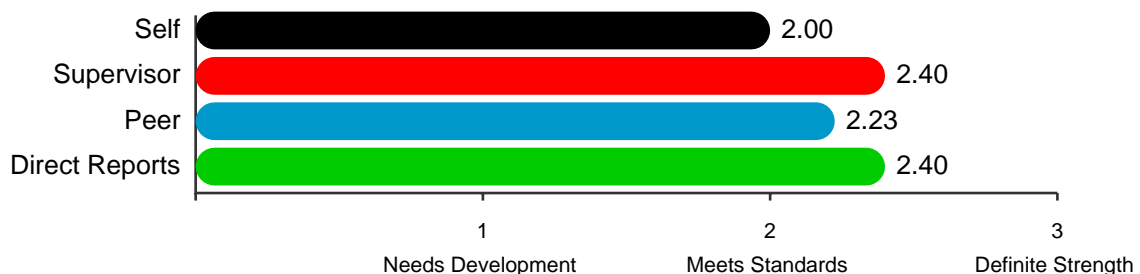
Communication skills encompass the ability to effectively convey ideas, emotions, and information through clarity, audience awareness, and responsiveness while maintaining professionalism and openness. Strong communicators use multiple methods to connect with others, adapting their approach to suit diverse audiences and ensuring messages are succinct, timely, and impactful. By being attentive, energetic, and persuasive, they excel in delivering presentations, coaching others, and fostering collaboration, empowering teams to achieve shared goals and organizational success.

Why this is Important:

Strong communication skills help organizations and companies as they ensure clear, effective exchange of ideas and information, which drives productivity, collaboration, and alignment toward shared goals. Leaders and employees who communicate with clarity, responsiveness, and professionalism create an environment of trust and mutual understanding, fostering teamwork and reducing misunderstandings. Moreover, timely and impactful communication—whether delivering presentations, providing feedback, or addressing challenges—enhances decision-making, empowers individuals, and strengthens relationships, leading to overall organizational success and adaptability.

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. Effectively engages with everyone from the CEO to external partners.



7. Can effectively deliver presentations.



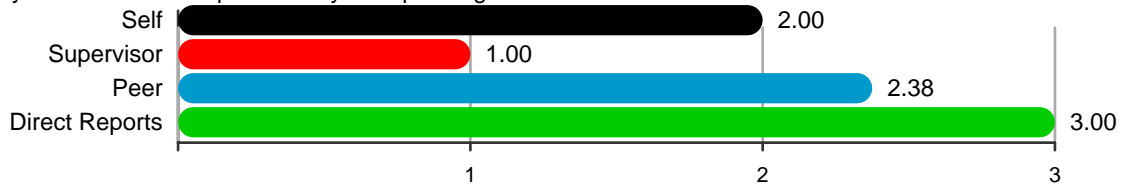
8. Is professional at all times--never ridiculing, mocking or undermining peers or subordinates.



9. Shares important information with others.



10. Makes eye contact with the person they are speaking with.



Level of Skill

The table below shows the responses in a graphic form where the percentage of responses is shown using a color from red (Needs Development) to green (Definite Strength).

Item	n	Avg	LOA	Needs Development	Meets Standards	Definite Strength
				1 1	2 2	3 3
6. Effectively engages with everyone from the CEO to external partners.	15	2.13	33.3	20%	47%	33%
7. Can effectively deliver presentations.	15	2.07	26.7	20%	53%	27%
8. Is professional at all times--never ridiculing, mocking or undermining peers or subordinates.	15	2.33	40.0	7%	53%	40%
9. Shares important information with others.	15	2.40	53.3	13%	33%	53%
10. Makes eye contact with the person they are speaking with.	15	2.47	60.0	13%	27%	60%

Comments:

- ___ pushes me to be more involved in committees, such as the customer satisfaction committee. When motivating the group has been a struggle, ___ has stepped in and redirected the conversations. This redirection has resulted in good dialogue with the group.
- ___ is an experienced, skilled leader. She maintains focus on goals and core values in the most challenging situations. Her extensive experience in operations has been a huge asset for the department. She has been a wonderful teacher for members of the team who lack management experience.
- Don't be afraid to ask questions when stuck on a task.
- ___ has supported me through some tough contract negotiations and she is the consummate professional.
- She has incredible strengths in most of these areas. I think high organizational uncertainty and change has contributed to making it difficult to clearly defining outcomes and expectations.
- ___ eagerly attends any Core Competency training that is offered and is quick, but thoughtful in working to implement what she has learned while leading her team-in other words she does not implement continuous improvement strategies independently.

Project Management

Definition:

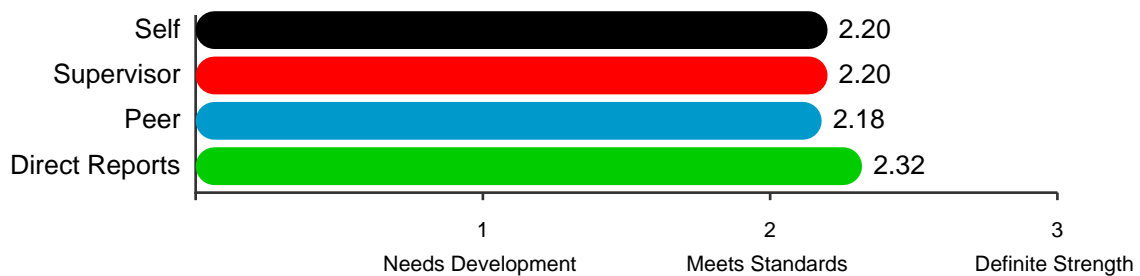
Project Management (PM) is a complex set of activities including defining the scope, planning the implementation, creating a timeline, allocating resources, managing risk, execution/implementation, coordinating different teams/individuals, and monitoring progress. Several important skills are required including: communication, teamwork, leadership, interpersonal and technical.

Why this is Important:

Project Management (PM) is crucial for businesses because it provides a structured framework that helps ensure projects are completed on time, within budget, and to the desired quality standards. PM is the backbone of successful project execution, enabling businesses to navigate complex tasks and achieve their goals effectively. It's not just about keeping projects on track; it's about making the most effective use of available resources to maximize outcomes.

Summary Scores:

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



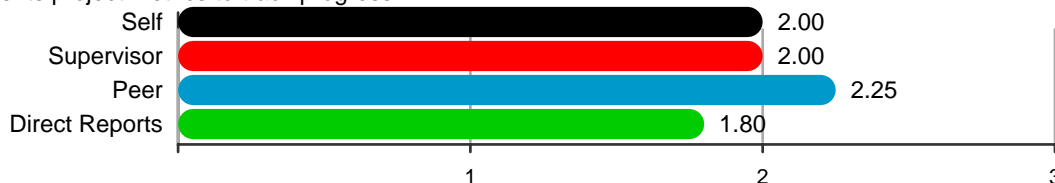
Scores on Each Item:

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

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



12. Implements project metrics to track progress.



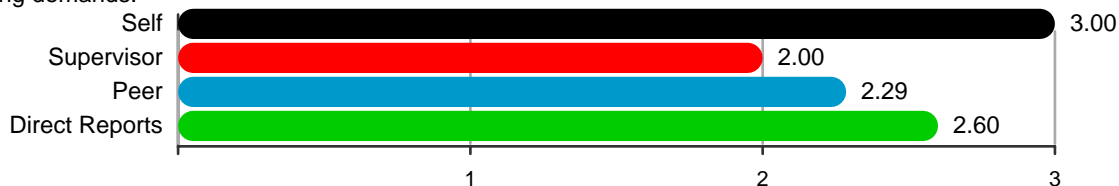
13. Creates the metrics used to measure progress on the project.



14. Fosters an environment that promotes collaboration among team members.



15. Balances resource loads across team members and project phases to ensure individuals and functions are aligned with upcoming demands.



Level of Skill

The table below shows the responses in a graphic form where the percentage of responses are color-coded from red (Needs Development) to green (Definite Strength).

Item	n	Avg	LOA	Level of Skill		
				Needs Development (1)	Meets Standards (2)	Definite Strength (3)
11. Ensures the project is executed on time and on budget.	15	2.33	40.0	7%	53%	40%
12. Implements project metrics to track progress.	15	2.07	20.0	13%	67%	20%
13. Creates the metrics used to measure progress on the project.	15	2.07	26.7	20%	53%	27%
14. Fosters an environment that promotes collaboration among team members.	15	2.27	40.0	13%	47%	40%
15. Balances resource loads across team members and project phases to ensure individuals and functions are aligned with upcoming demands.	14	2.43	50.0	7%	43%	50%

Comments:

- She correctly sets limits, and expectations of her managers.
- She is an incredibly supportive mentor and is committed to her Vice Presidents and their success.
- She is willing to fill in with daily workload when we are short staffed.
- She is both the manager and the interim director for the service line.
- It shows that ___ takes pride in making her direct reports feel like they are doing good work and are valued members of the team.
- She has good knowledge and awareness of the strengths and talents of her staff (as well as their weaknesses).

Analytical

Definition:

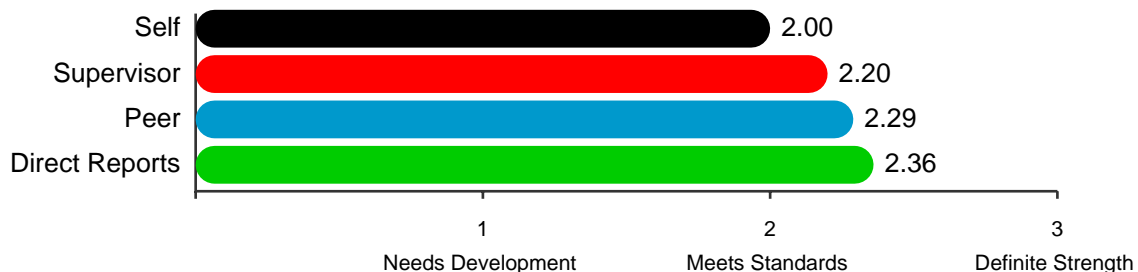
Analytical skills are the ability to think critically, be open-minded, and reduce complex issues into more manageable parts. The ability to collect, validate, and analyze data is important for making decisions, forecasting, and developing models. Attention to detail and a willingness to work with quantitative data are needed. Having a good understanding of systems, how to present data, and how to conduct research is useful. Analytical skills also require a certain degree of curiosity.

Why this is Important:

Analytical skills are crucial in business because they enable professionals to make informed decisions based on data. This not only helps in identifying trends and opportunities but also mitigates risks. With strong analytical skills, businesses can forecast future scenarios, optimize operations, and develop effective strategies. Attention to detail and a good understanding of systems ensure that decisions are precise and well-founded. Curiosity is a driver of continuous improvement and innovation, keeping businesses competitive in a rapidly changing market. Without analytical skills, businesses might rely on intuition rather than evidence, which can lead to costly mistakes and missed opportunities.

Summary Scores:

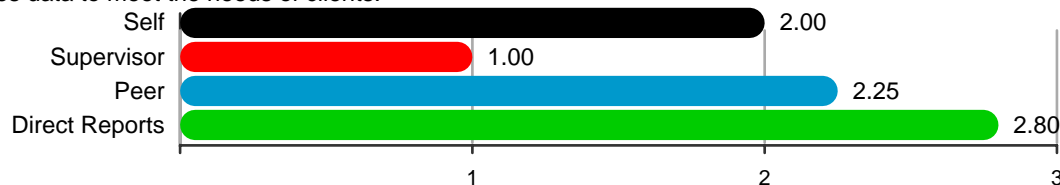
The summary scores shown here are an average of each of the items in this competency.



Scores on Each Item:

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

16. Analyzes data to meet the needs of clients.



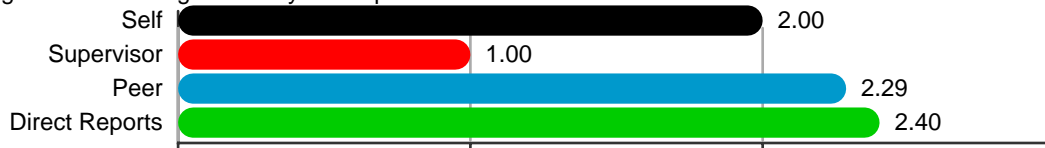
17. Considers the context in which information was produced.



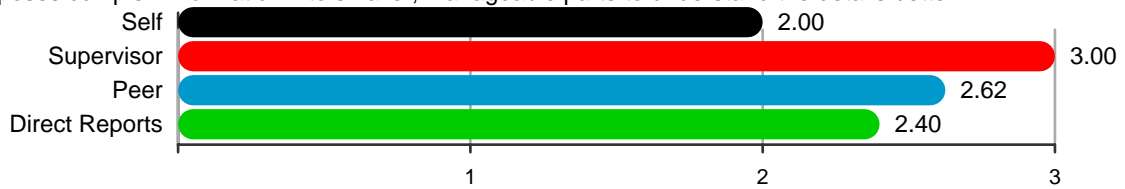
18. Tests hypotheses and validates theories through empirical evidence.



19. Uses logic and reasoning to identify which pieces of information are useful and which are not.



20. Decomposes complex information into smaller, manageable parts to understand the details better.



Level of Skill

The table below shows the responses in a graphic form where the percentage of responses are shown using a color from red (Needs Development) to green (Definite Strength).

Item	n	Avg	LOA	Percentage of Responses		
				Needs Development 1	Meets Standards 2	Definite Strength 3
16. Analyzes data to meet the needs of clients.	15	2.33	46.7	13%	40%	47%
17. Considers the context in which information was produced.	15	2.33	40.0	7%	53%	40%
18. Tests hypotheses and validates theories through empirical evidence.	14	2.00	14.3	14%	71%	14%
19. Uses logic and reasoning to identify which pieces of information are useful and which are not.	14	2.21	42.9	21%	36%	43%
20. Decomposes complex information into smaller, manageable parts to understand the details better.	15	2.53	60.0	7%	33%	60%

Comments:

- I would like to receive some more feedback on completed tasks to make sure I am being effective.
- ___ is an excellent leader, and has a great ability to encourage employees to be the best they can be.
- ___ is able to manage an ever-changing work load. Her time management has improved over the last year, to promote a work-life balance.
- ___ is a team player and effective in her role.
- ___ could also improve her ability to work with the framework of a team. ___ might brainstorm with team members and ask for input but then will often dismiss other team members ideas.
- ___ see the opportunity for process improvement within the department but does not consistently lead an organized approach to initiate those improvements.

Initiative

Definition:

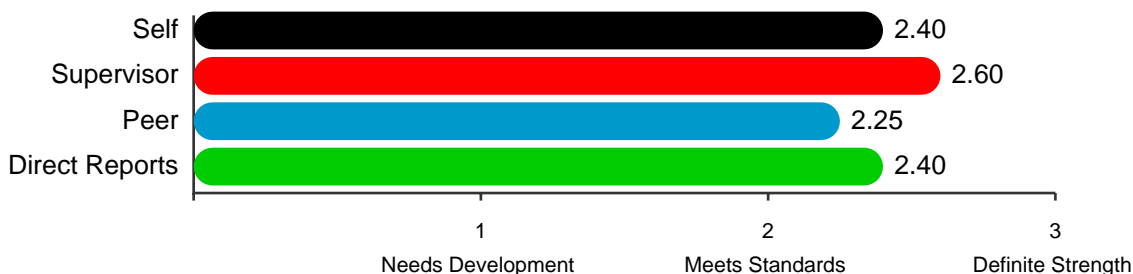
Initiative is the ability to independently recognize needs, take decisive action, and pursue meaningful outcomes without waiting for direction. It reflects a proactive mindset that anticipates challenges, seizes emerging opportunities, and mobilizes resources to address them before they escalate. Managers who demonstrate initiative act with urgency, persist through obstacles, and consistently exceed expectations by driving impact beyond their formal responsibilities. They also foster adaptive relationships and influence others to embrace change, improvement, and forward momentum.

Why this is Important:

Initiative is a cornerstone of organizational agility and resilience—it empowers individuals to act decisively, solve problems proactively, and drive progress without waiting for direction. When managers consistently demonstrate initiative, they accelerate innovation, reduce bottlenecks, and capitalize on emerging opportunities that might otherwise be missed. This behavior fosters a culture of ownership and adaptability, where teams rise to challenges, exceed expectations, and align their efforts with strategic goals. Ultimately, initiative transforms reactive organizations into forward-moving ones, where momentum is sustained by motivated individuals who lead from every level.

Summary Scores:

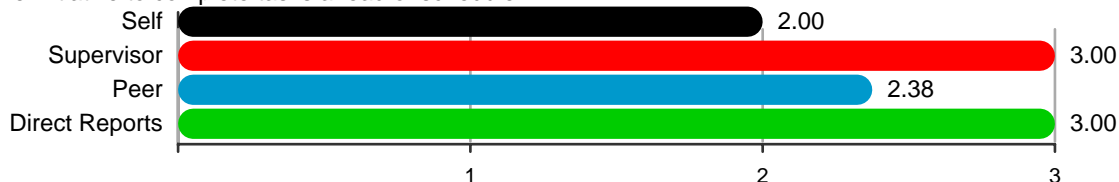
The summary scores shown here are an average of each of the items in this competency.



Scores on Each Item:

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

21. Takes the initiative to complete tasks ahead of schedule.



22. Gladly seeks additional responsibilities.



23. Coach others to foster an environment which can adapt quickly and willingly to rapid change.



24. Encourages others on the team to suggest process improvements.



25. Addresses small problems before they become big ones.



Level of Skill

The table below shows the responses in a graphic form where the percentage of responses are shown using a color from red (Needs Development) to green (Definite Strength).

Item	n	Avg	LOA	Level of Skill		
				Needs Development 1	Meets Standards 2	Definite Strength 3
21. Takes the initiative to complete tasks ahead of schedule.	15	2.60	66.7	7%	27%	67%
22. Gladly seeks additional responsibilities.	15	2.33	40.0	7%	53%	40%
23. Coach others to foster an environment which can adapt quickly and willingly to rapid change.	15	2.07	20.0	13%	67%	20%
24. Encourages others on the team to suggest process improvements.	15	2.40	53.3	13%	33%	53%
25. Addresses small problems before they become big ones.	15	2.27	53.3	27%	20%	53%

Comments:

- ___ will sometimes delegate work while continuing to do her own work on the same project she delegated without including the employee she originally delegated the work to. This can make talented employees feel frustrated and lead to wasted time and energy.
- ___ sets high standards for her team and ensures they perform professionally.
- ___ has been excellent about obtaining feedback and our opinions about system and program changes.
- Provide more frequent development feedback.
- She has learned at a very quick pace, and is both supportive and clear in her intentions to make department not only the place where staff desire to work, but where customers receive exceptional service.
- At times I feel like ___ does not hear or seek out information from the entire team prior to make a judgement or decision. This can be interpreted as non caring and that someone's opinion does not matter.

Professional Development

Definition:

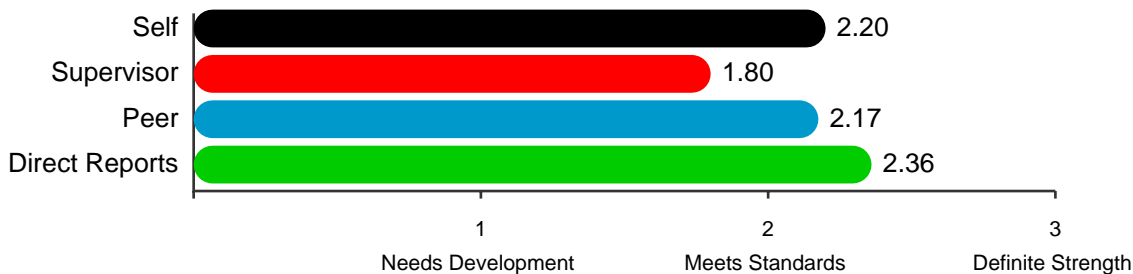
Improvement through specialized training and participating in advanced professional courses.

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:

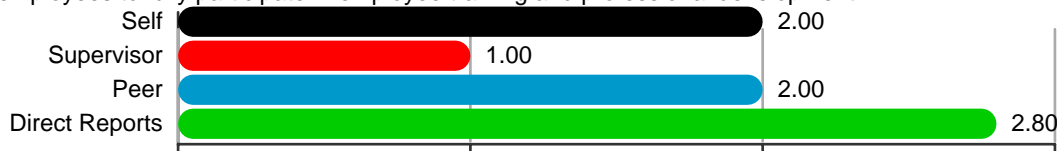
The summary scores shown here are an average of each of the items in this competency.



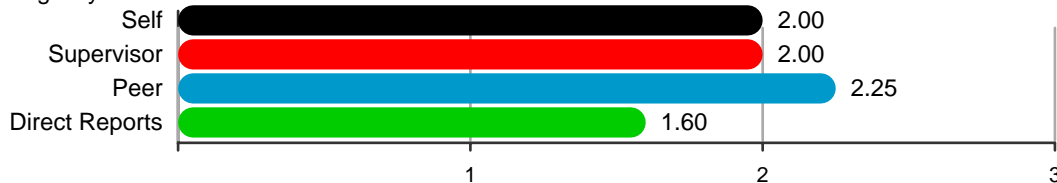
Scores on Each Item:

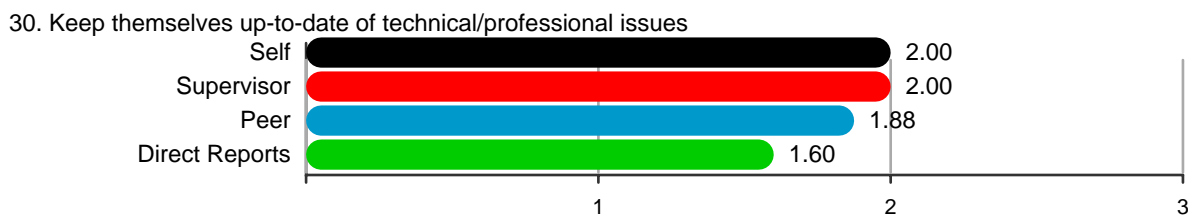
The scores for each of the items in this competency are shown below.

26. Allows employees to fully participate in employee training and professional development.



27. Contributing fully to the extent of their skills





Level of Skill

The table below shows the responses in a graphic form where the percentage using a color from red (Needs Development) to green (Definite Strength).

Item	n	Avg	LOA	Level of Skill		
				Needs Development 1	Meets Standards 2	Definite Strength 3
26. Allows employees to fully participate in employee training and professional development.	15	2.20	33.3	13%	53%	33%
27. Contributing fully to the extent of their skills	15	2.00	26.7	27%	47%	27%
28. Quickly acquire and apply new knowledge and skills when needed	15	2.47	53.3	7%	40%	53%
29. Seeks opportunities for continuous learning.	15	2.60	60.0		40%	60%
30. Keep themselves up-to-date of technical/professional issues	15	1.80	13.3	33%	53%	13%

Comments:

- She desires to do great work.
- She correctly sets limits, and expectations of her managers.
- ___ 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.
- ___ is customer focused and many of the processes we have worked out as a team all loop back around to what is best practice and customer satisfaction. I have enjoyed working with ___ for many years.
- She tends to have self doubt at times, as we all do. But she is working on her confidence, and absolutely growing as a person.
- ___ is very involved with her team and any process change which I think helps the team change their process more effectively. I keep trying to copy her style.

Customer Focus

Definition:

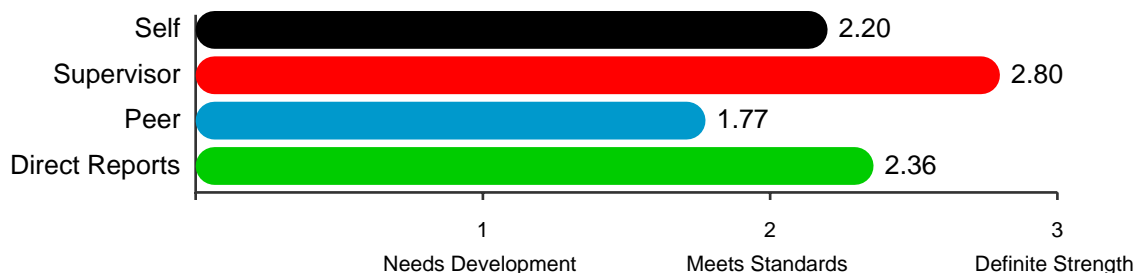
Customer Focus is the commitment to understanding, anticipating, and consistently meeting customer needs through responsive, respectful, and solution-oriented service. It involves building trust-based relationships, acting with integrity, and delivering dependable experiences that exceed expectations and foster long-term loyalty. Customer-focused professionals listen actively, adapt quickly, follow through on commitments, and model a helpful, service-first mindset that inspires others. They embrace feedback, pursue continuous improvement, and create innovative, high-quality solutions tailored to the evolving needs of every customer.

Why this is Important:

Customer Focus is essential to organizational success because it builds trust, drives loyalty, and creates meaningful customer experiences that lead to repeat business and positive reputation. By actively listening, anticipating needs, and delivering tailored solutions with urgency and empathy, employees foster long-term relationships and consistently exceed expectations. A customer-focused culture encourages continuous improvement, innovation, and accountability--turning feedback into actionable insights and aligning service with evolving customer demands. When modeled across teams, Customer Focus becomes a strategic advantage that elevates performance, strengthens brand identity, and positions the organization as a leader in service excellence.

Summary Scores:

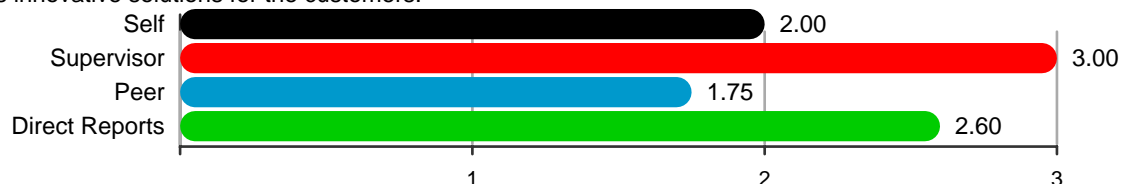
The summary scores shown here are an average of each of the items in this competency.



Scores on Each Item:

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

31. Creates innovative solutions for the customers.



32. Has excellent communication with customers.



33. Encourages others to adopt a customer-first mindset through actions.



34. Considers customers point of view when making decisions.



35. Collaborates with teammates to resolve customer issues.



Level of Skill

The table below shows the responses in a graphic form where the percentage of responses is shown using a color from red (Needs Development) to green (Definite Strength).

Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
				1	2	3
31. Creates innovative solutions for the customers.	15	2.13	33.3	20%	47%	33%
32. Has excellent communication with customers.	15	2.13	33.3	20%	47%	33%
33. Encourages others to adopt a customer-first mindset through actions.	15	2.07	33.3	27%	40%	33%
34. Considers customers point of view when making decisions.	15	2.13	26.7	13%	60%	27%
35. Collaborates with teammates to resolve customer issues.	15	1.87	20.0	33%	47%	20%

Comments:

- Job performance is excellent. Lucky to have ___ on our team.
- ___ is excellent at communicating with staff and other departments. She is able to read people well and place them where they would excel.
- She is becoming more comfortable to deliver critical feedback.
- She is quick to contribute to conversations regarding the company and provides good suggestions to the group.
- I do see ___ improving in the following areas: following through on process improvement projects and embracing them instead of becoming defensive, open to coaching and mentorship, serving as a role model for technical staff, collaborating more within the entire RO team and regularly attending required meetings and following through on her assignments.
- ___ does a great job investigating an issue thinking it through before she takes action.

Emotional Intelligence

Definition:

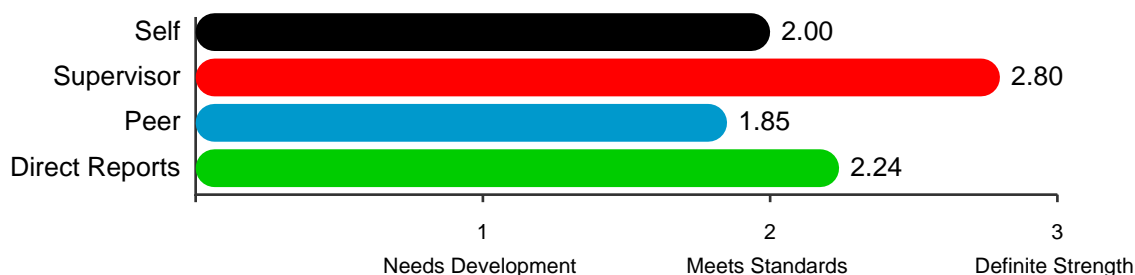
Ability to perceive, interpret, and understand the emotions of others.

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.



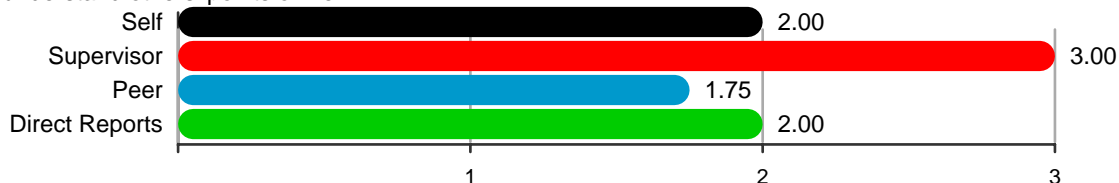
Scores on Each Item:

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

36. Accurately perceives the emotional reactions of others.



37. Able to understand others' points of view.





Level of Skill

The table below shows the responses in a graphic form where the percentage of responses are categorized using a color from red (Needs Development) to green (Definite Strength).

Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
36. Accurately perceives the emotional reactions of others.	15	1.87	20.0	33%	47%	20%
37. Able to understand others' points of view.	15	1.93	13.3	20%	67%	13%
38. Is able to control their own emotions.	15	2.07	33.3	27%	40%	33%
39. Helps employees to resolve conflicts, communicate clearly, and work together to solve problems.	15	2.33	33.3		67%	33%
40. Is attentive to emotional cues and interprets others' feelings correctly.	15	2.07	33.3	27%	40%	33%

Comments:

- She identified the information needed to solve the problem and was able to obtain key information, even if it involved looking outside her immediate resources.
- ___ has the talent to use different Leadership styles to fit the situation.
- Ask questions to understand what is being asked. Confidence can be a double edged sword so be careful in making conclusions when unclear.
- She holds everyone to such a high standard, you don't want to disappoint her.
- "Commitment or expectation overload" has been an issue this past year. Reducing one managerial position within the department combined with the significant number of high priority initiatives that are currently on-going has been a barrier to meeting deadlines.
- I believe that if more staff members in [CompanyName] had the opportunity to directly work with ___, our customer satisfaction scores will be out of the charts, because her expectations are clear, her communication is superb and there is a lot to learn from her.