



Feedback Results  
Your CompanyName Here  
2025

Sample Employee

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Results Generated by HR-Survey

February 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.

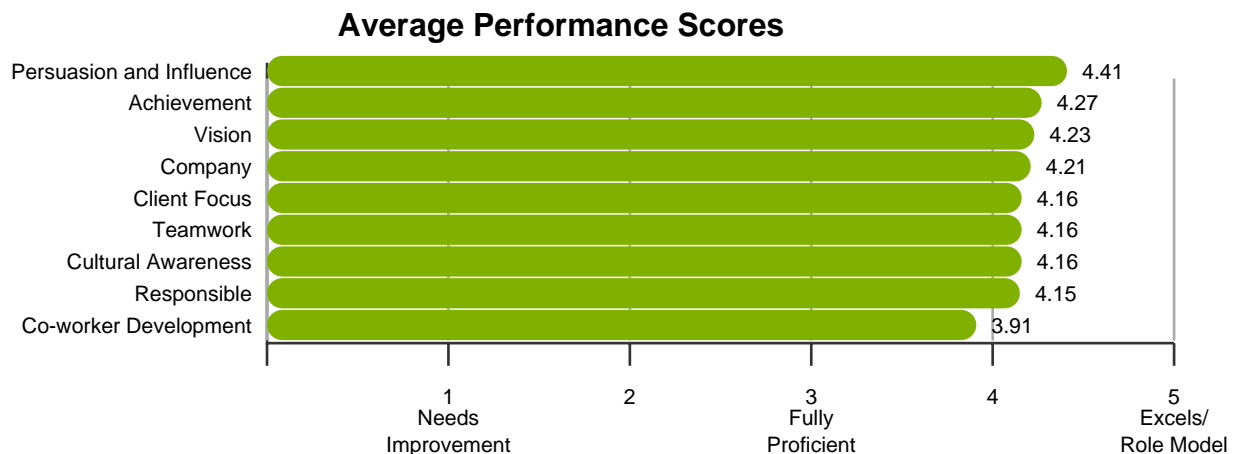
## What to Do with Your Feedback

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

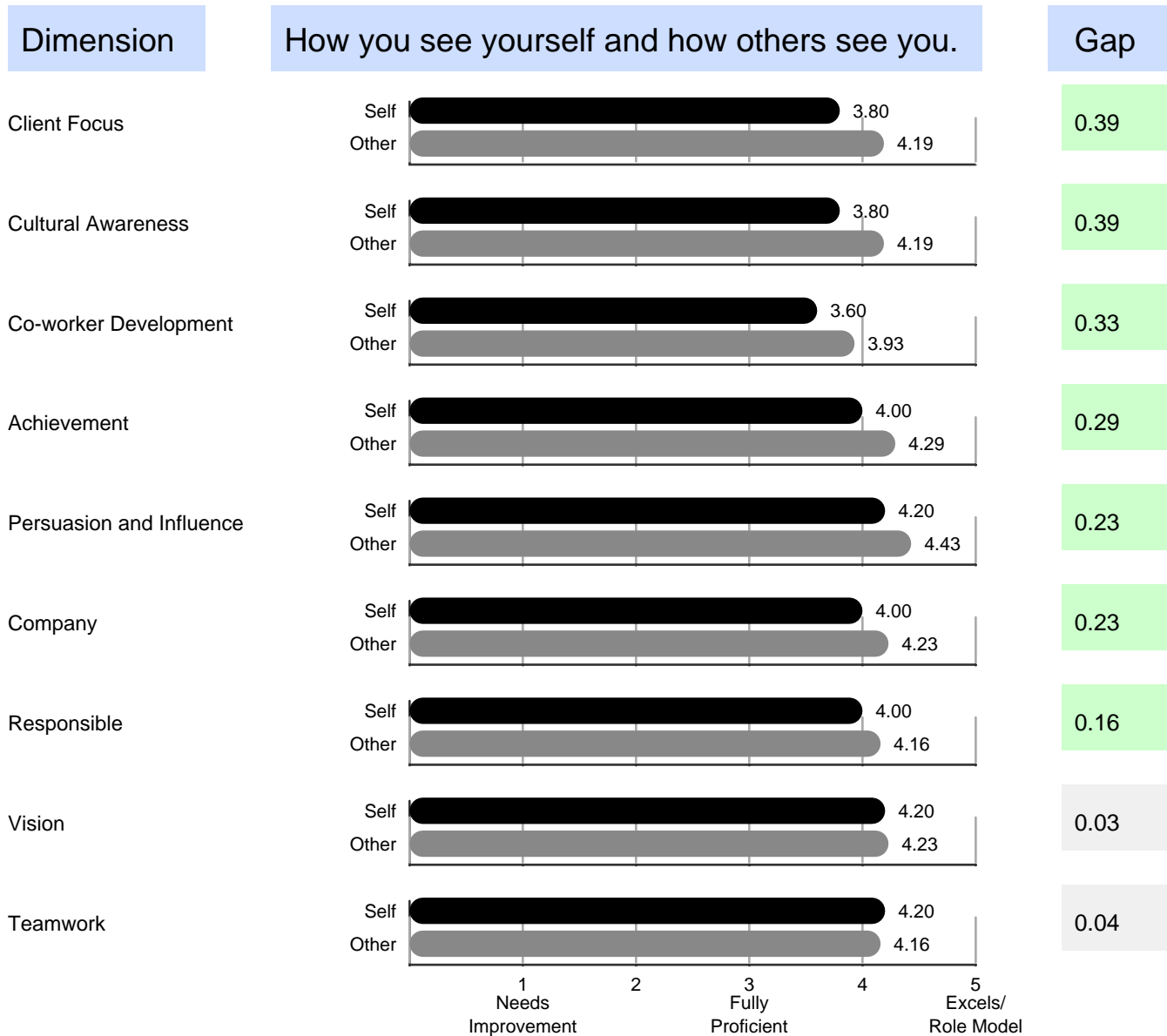
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 9 major dimensions of leadership.

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.



# Persuasion and Influence

## Summary Scores



### 1. Persuades others to consider alternative points of view.



### 2. Understanding what others need.



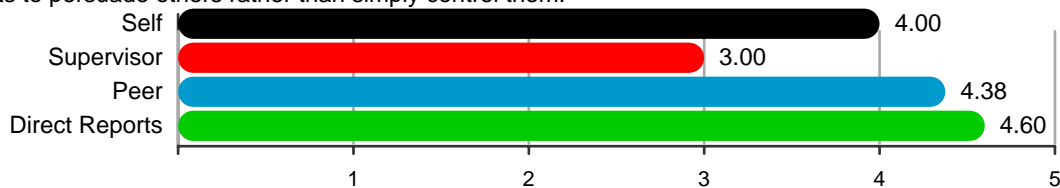
### 3. Able to express own goals and needs.



### 4. Has excellent influencing/negotiating skills.



### 5. Attempts to persuade others rather than simply control them.



## 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. Persuades others to consider alternative points of view.	15	4.20	93.3	7%	67%	27%
2. Understanding what others need.	15	4.87	100.0	13%	87%	
3. Able to express own goals and needs.	15	4.27	93.3	7%	60%	33%
4. Has excellent influencing/negotiating skills.	15	4.40	86.7	13%	33%	53%
5. Attempts to persuade others rather than simply control them.	15	4.33	93.3	7%	53%	40%

### Comments:

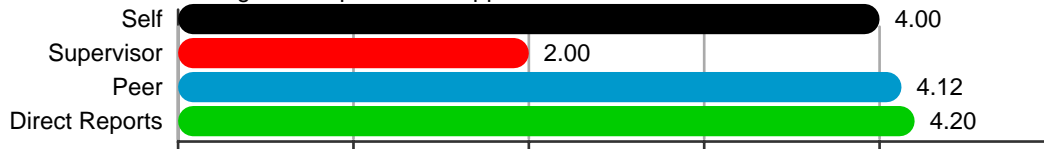
- Her time has been in huge demand on the [CompanyName] operations side, which has not allowed her to do as much professional development for herself that she would like.
- Dependability, with whatever is needed.
- \_\_\_ is fully engaged with all of the leadership team. She makes herself available to work with both leaders and staff at [CompanyName]. \_\_\_ is very encouraging to leadership and staff to use Core Competency principles when looking at issues/processes. \_\_\_ is a role model for communication with staff, customers as well as community members.
- \_\_\_ demonstrates respect, a calm personality and technical expertise that make her a role model for others in the organization.
- She is always only a phone call away and makes an effort to help the worker bee on a daily basis.
- Ready to tackle any given problem and help others finish 1st

# Achievement

## Summary Scores



### 6. Accepts setbacks and challenges as improvement opportunities



### 7. Completed training on the new equipment.



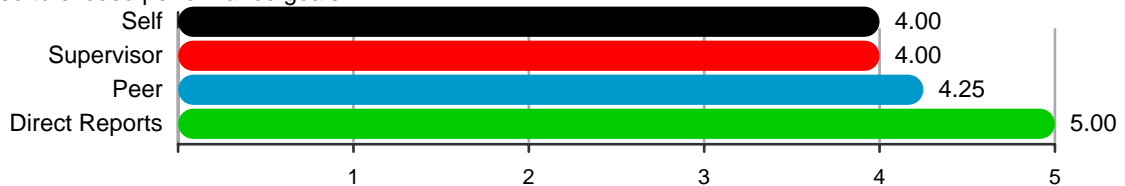
### 8. Takes calculated risks.



### 9. Establishes Specific Measurable Achievable Realistic and Timed (SMART) goals.



### 10. Motivated to exceed performance goals.



## 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. Accepts setbacks and challenges as improvement opportunities	15	4.00	80.0	7%	13%	53%	27%
7. Completed training on the new equipment.	15	4.07	80.0		20%	53%	27%
8. Takes calculated risks.	15	4.33	93.3	7%		47%	47%
9. <u>Establishes</u> Specific Measurable <u>Achievable</u> Realistic and Timed (SMART) goals.	15	4.47	93.3	7%		40%	53%
10. Motivated to exceed performance goals.	15	4.47	93.3	7%		40%	53%

### Comments:

- I believe her hands are tied regarding some of the hiring/retention decisions that are made, but, she always works well with whatever situations that arise.
- She is a strength that supports department morale and work flow.
- \_\_\_ is amazing at leading by example for our entire organization when it comes role modeling exceptional performance in daily work of communication and integrity.
- In her role as a director, I have seen \_\_\_ continually role modeling expectations that reflect a clear customer service focus resulting in the best customer experience.
- Her role this past year stretched her time reducing the support needed in receiving timely response from external departments creating challenges in resolutions.
- Dependability, with whatever is needed.

# Client Focus

## Summary Scores



11. Uses feedback from the client to help improve the client's experience.



12. Able to handle difficult clients.



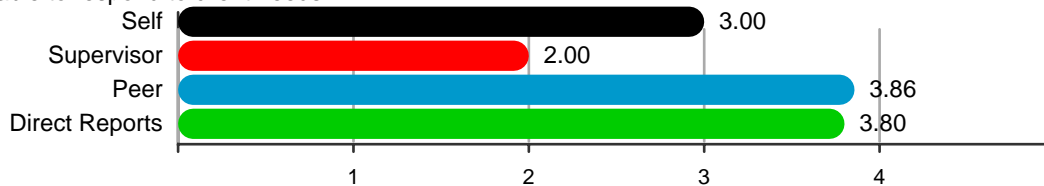
13. Meets with clients on a regular basis.



14. Ensures clients' expectations are met or exceeded.



15. Is available to respond to client needs.





## Level of Skill

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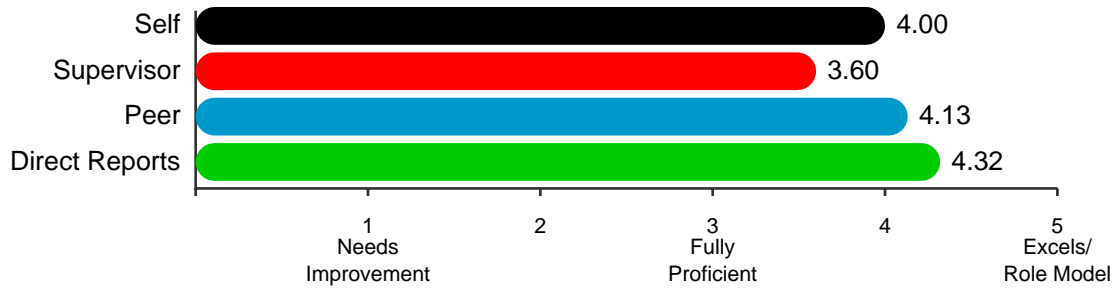
Item	n	Avg	LOA	Needs Improvement	Fully Proficient	Excels/ Role Model
11. Uses feedback from the client to help improve the client's experience.	15	4.60	100.0	40%	60%	
12. Able to handle difficult clients.	15	4.27	100.0	73%	27%	
13. Meets with clients on a regular basis.	15	4.33	100.0	67%	33%	
14. Ensures clients' expectations are met or exceeded.	15	3.93	73.3	27%	53%	20%
15. Is available to respond to client needs.	14	3.64	57.1	14%	29%	36% 21%

### Comments:

- \_\_\_ has my back and breaks down the barriers when I let her know that need her support.
- She has far exceeded my expectations in transforming the position as it transitioned into one that encompassed more of the quality and safety role.
- Is extremely knowledgeable and is always continuing her education to stay up to date.
- \_\_\_ models teamwork; she is always willing to go the extra mile to assist on a project or help a co-worker.
- \_\_\_ 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.
- She knows what her customers needs and seeks to find the best individual to fill those roles.

# Responsible

## Summary Scores



### 16. ...takes personal responsibility for results.



### 17. Acts as a resource without removing individual responsibility.



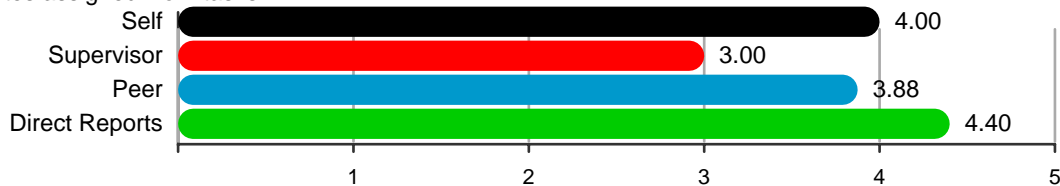
### 18. Sets a good example



### 19. Behavior is ethical and honest.



### 20. Completes assigned work tasks.



## Level of Skill

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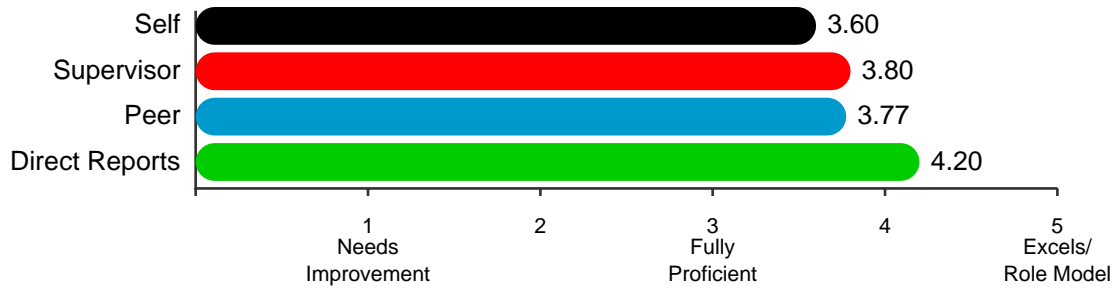
Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
16. ...takes personal responsibility for results.	15	4.33	86.7	13%		40%	47%
17. Acts as a resource without removing individual responsibility.	15	4.27	93.3	7%		60%	33%
18. Sets a good example	14	4.00	92.9	7%		86%	7%
19. Behavior is ethical and honest.	14	4.14	85.7	7%	7%	50%	36%
20. Completes assigned work tasks.	15	4.00	66.7	7%	27%	27%	40%

### Comments:

- She is very knowledgeable about System Workflows and ensures that the departments are working cohesively with one another.
- I often engage with members of her team and they are confident and knowledgeable of the work that is at hand. \_\_\_ and her staff reach out to stakeholders to keep everyone informed and involved in operations that may have organization impact. They are highly professional and share a common goal to assure safety for customers, visitors, and staff.
- She is very effective.
- 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.
- \_\_\_ is a reliable and valued colleague. She is collaborative, respectful and professional with her team members and customers outside the organization.
- \_\_\_ is an amazing manager. She genuinely cares about her staff.

# Co-worker Development

## Summary Scores



### 21. Works to identify root causes of performance problems



### 22. Sets and clearly communicates expectations, performance goals, and measurements to others



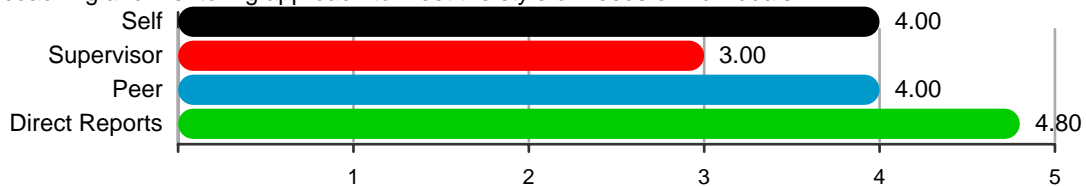
### 23. Takes immediate action on poor performance



### 24. Provides ongoing feedback to co-workers on their development progress



### 25. Adapts coaching and mentoring approach to meet the style or needs of individuals



### 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).

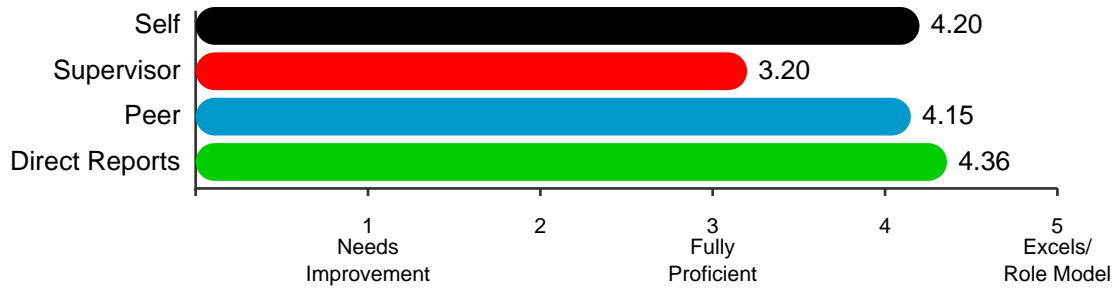
Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
21. Works to identify root causes of performance problems	15	4.00	66.7	13%	20%	20%	47%
22. Sets and clearly communicates expectations, performance goals, and measurements to others	15	3.47	53.3	13%	33%	47%	7%
23. Takes immediate action on poor performance	15	3.60	66.7	13%	20%	60%	7%
24. Provides ongoing feedback to co-workers on their development progress	15	4.27	86.7	7%	7%	40%	47%
25. Adapts coaching and mentoring approach to meet the style or needs of individuals	15	4.20	80.0	7%	13%	33%	47%

Comments:

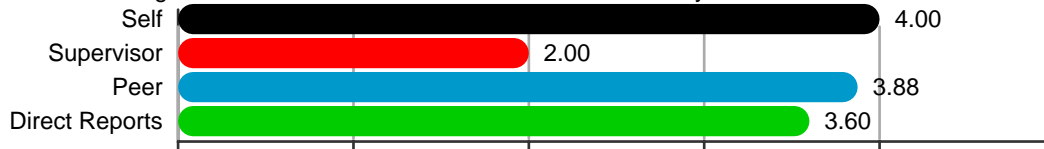
- Manager is always interested in our views, and continually works at implementing our suggestions.
- Process improvements & Technical Skills go hand and hand - sometimes it is hard to have the processes changed when \_\_\_ has not fully done the processes. This makes the changes hard to the team without a full understanding of the steps that happen behind the scene. Communication skills: needs to focus on full team communication maybe via email or in writing at team meetings. sometimes information has been provided to one but not all or not passed on at all when thought it had been. Reliability has improved a lot over the past few months.
- \_\_\_ is one of the most responsible and committed directors in the organization. She does an excellent job serving her customers and following up to make sure they are satisfied.
- \_\_\_ 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. When taking on a project, initiative or educational need, she always ensures there is a purpose behind the work that's being accomplished.
- Positive energy and a team player.
- She is confident in decision making, thoughtful in response to difficult questions and direct when the conversation requires.

# Teamwork

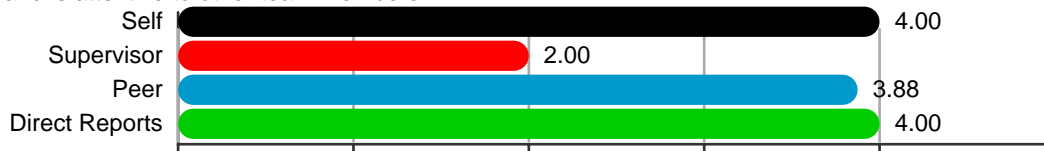
## Summary Scores



26. Helps the team make good decisions even under conditions of uncertainty.



27. Listens and is attentive to other team members.



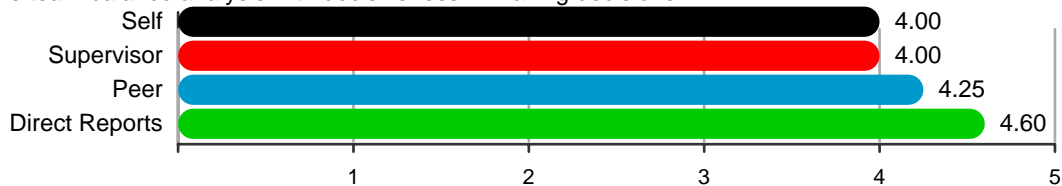
28. Encourages others to share ideas to develop team cohesion



29. Helps the team make effective business decisions by ensuring the correctness of Company's reports/resources.



30. Helps the team balance analysis with decisiveness in making decisions.



## 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).

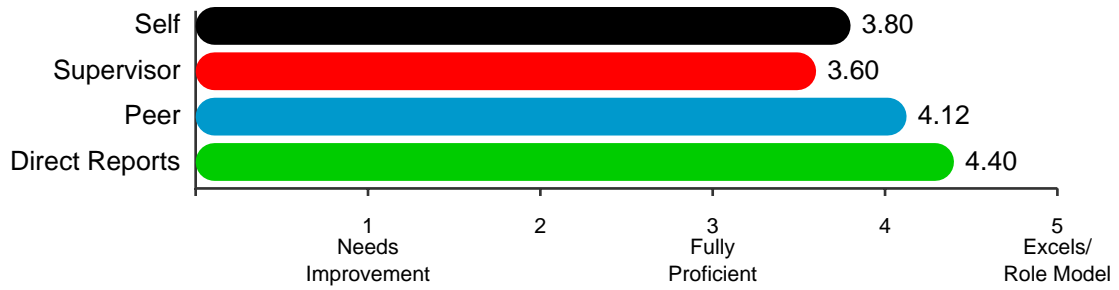
Item	n	Avg	LOA	Needs Improvement		Fully Proficient		Excels/ Role Model
26. Helps the team make good decisions even under conditions of uncertainty.	15	3.67	66.7	20%	13%	47%		20%
27. Listens and is attentive to other team members.	15	3.80	73.3	20%	7%	47%		27%
28. Encourages others to share ideas to develop team cohesion	15	4.33	86.7	13%		40%		47%
29. Helps the team make effective business decisions by ensuring the correctness of Company's reports/resources.	15	4.67	100.0			33%		67%
30. Helps the team balance analysis with decisiveness in making decisions.	15	4.33	100.0			67%		33%

### Comments:

- For reliability, I think \_\_\_ has so much on her plate that she is sometimes seen by staff as unreliable.
- She does a great job of ensuring that we keep our home and work life in balance and always offers to help in any way.
- \_\_\_ has improved with her follow-up assignments from meetings.
- \_\_\_ has been wonderful to work with. She is collaborative and supportive and clearly has the organization's best interest in mind when planning or implementing work.
- She is strongly committed to continuous improvement and fosters an environment where improvement ideas are welcomed, discussed openly, and experimented on.
- \_\_\_ has built relationships with some outside vendors that have been difficult to operationalize because the team was not involved in the decision, nor do they fully understand why we are using them.

# Cultural Awareness

## Summary Scores



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



32. Seeks knowledge and information about other cultures.



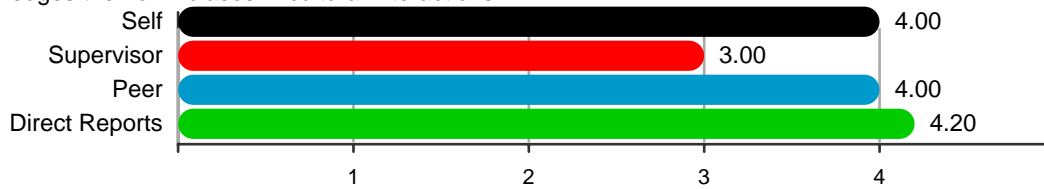
33. Is sensitive to the similarities and differences that exist between cultures.



34. Recognizes individual and cultural differences.



35. Acknowledges their own biases in cultural interactions.





## 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).

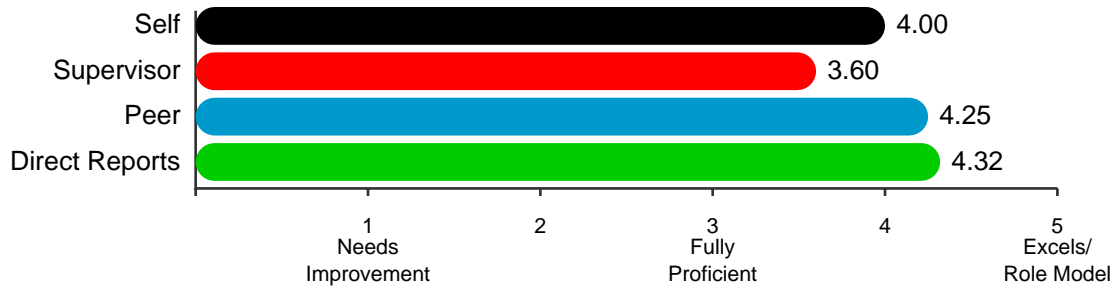
Item	n	Avg	LOA	Needs Improvement	Fully Proficient	Excels/ Role Model
31. Effective in working with individuals with a variety of cultural backgrounds.	15	4.07	80.0	20%	53%	27%
32. Seeks knowledge and information about other cultures.	15	4.47	100.0		53%	47%
33. Is sensitive to the similarities and differences that exist between cultures.	15	4.13	80.0	20%	47%	33%
34. Recognizes individual and cultural differences.	15	4.13	86.7	13%	60%	27%
35. Acknowledges their own biases in cultural interactions.	15	4.00	80.0	20%	60%	20%

### Comments:

- I can't think of a single thing \_\_\_ could improve upon.
- \_\_\_ is always working collaboratively with many different teams not only within the organization but within the community
- \_\_\_ is an extremely competent leader and I am enjoying learning by her example.
- I am always impressed by \_\_\_'s insight into our processes so that we continuously strive to improve and be consistent.
- I appreciate her dedication to the department employees.
- Increase business knowledge relating to overall strategic plan and the day to day operations.

# Company

## Summary Scores



36. Impresses upon others the important aspects of [Company].



37. Follows existing procedures and processes.



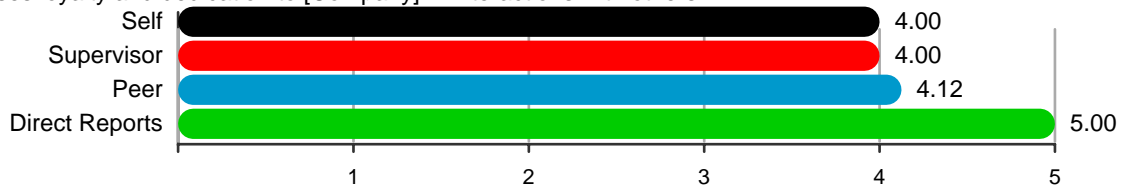
38. Attends [Company] gatherings and social events.



39. Understands the use of [Company] products and services.



40. Expresses loyalty and dedication to [Company] in interactions with others.



## 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).

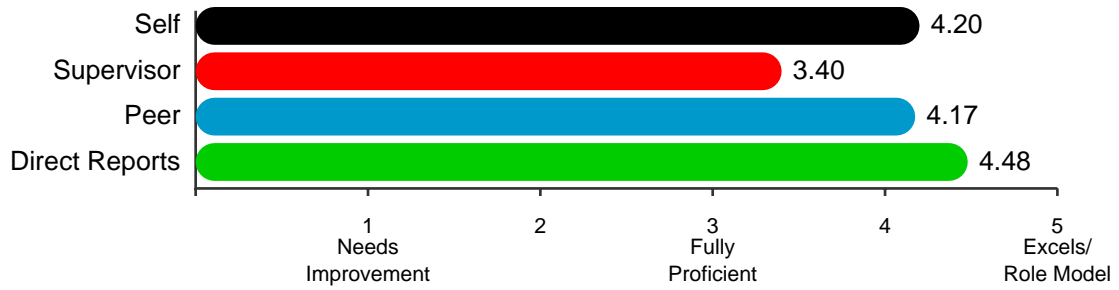
Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
36. Impresses upon others the important aspects of [Company].	15	4.33	100.0			67%	33%
37. Follows existing procedures and processes.	15	3.93	80.0	13%	7%	53%	27%
38. Attends [Company] gatherings and social events.	15	4.27	86.7		13%	47%	40%
39. Understands the use of [Company] products and services.	15	4.13	86.7		13%	60%	27%
40. Expresses loyalty and dedication to [Company] in interactions with others.	15	4.40	93.3		7%	47%	47%

### Comments:

- \_\_\_ is a intricate part of the team. She is always available for the circulators in the rooms/trenches and there to support/back-up the communication between staff and managers.
- Team player who gets it. Not afraid of making tough decisions or having tough conversations. She can do it all.
- \_\_\_ is fully engaged with all of the leadership team. She makes herself available to work with both leaders and staff at [CompanyName]. \_\_\_ is very encouraging to leadership and staff to use Core Competency principles when looking at issues/processes. \_\_\_ is a role model for communication with staff, customers as well as community members.
- Does excellent job, always.
- She is approachable and easy to talk to. In every interaction she is honest, encouraging, a great listener, and very supportive.
- She is such a positive person and always willing to pitch in where help is needed.

# Vision

## Summary Scores



41. Promotes a vision that inspires individuals to take risks to achieve greater rewards.



42. Envisions and articulates a clear path for the department's accelerated growth over the next year.



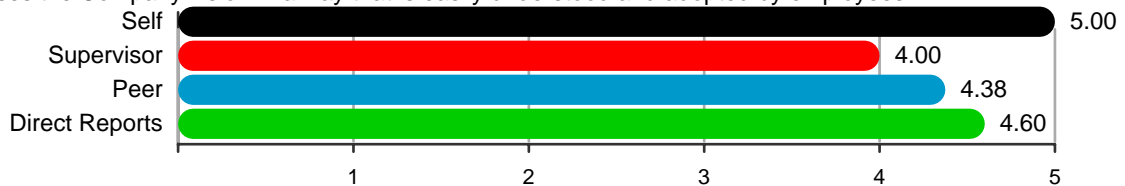
43. Supports a positive vision for the future that increases market share and the bottom line.



44. Creates a compelling vision inspires employees, giving them a sense of purpose and direction.



45. Expresses the Company vision in a way that is easily understood and adopted by employees.



## 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. Promotes a vision that inspires individuals to take risks to achieve greater rewards.	15	4.33	93.3	7%	53%	40%
42. Envisions and articulates a clear path for the department's accelerated growth over the next year.	15	4.20	80.0	20%	40%	40%
43. Supports a positive vision for the future that increases market share and the bottom line.	15	4.13	86.7	13%	60%	27%
44. Creates a compelling vision inspires employees, giving them a sense of purpose and direction.	15	4.00	86.7	13%	73%	13%
45. Expresses the Company vision in a way that is easily understood and adopted by employees.	15	4.47	93.3	7%	40%	53%

### Comments:

- She is determined to find the answer to any problem or obstacle in her way.
- She also works to build and maintain community connections with local law enforcement and other emergency responders.
- \_\_\_ routinely goes out of her way to make work a more engaging experience.
- Whenever \_\_\_ has assigned one of her staff to a project the quality and commitment of that staff person has been of a high caliber (as if \_\_\_ was there). She also participated in interviews within my department and was a valuable member.
- "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.
- \_\_\_ is a perfect fit for the Manager role she is fair, consistent on keeping us working towards our goal of an excellent experience every time, always there for the team.

## 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?

- She believes in joint decision making where appropriate such as hiring of new staff, but understands that some decision need to be made and can clearly identify those and communicates them well.
- \_\_\_ is someone I have immense respect for. She is someone that I can turn to if I am having problems or concerns. Whenever I have concerns or frustrations, I feel that I can always ask \_\_\_ and get an honest response.
- As a leader, I can clearly see that \_\_\_ is open to growth as she 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 she gains leadership experience and mentoring.
- A great addition to the team.
- More opportunities to share knowledge with the team.
- \_\_\_ recently set a good example with staff in living out a key behavior she believes in, which is to bring the people involved in a project together to review the proposed plan in order to make sure the client gets the benefit of the best thinking of the team. This is an improvement over the past when projects just happened and staff didn't know about anything until they needed to do something. That is a behavior the entire team is working to develop.

### What do you like best about working with this individual?

- She has helped make me a better manager through her actions and follow through.
- She has been instrumental in facilitating communications between staff and managers. Staff know that she is very supportive of them.
- \_\_\_ is one of the most thoughtful and thought provoking leaders that I encounter in this organization.
- When I bring a problem to \_\_\_ she does not jump in to problem solving mode, which I appreciate because sometimes I already have a solution(s) in mind and want an opportunity to share those with her, rather than her trying to jump to solving my problems for me. If I do not have a solution in mind, she helps me generate possible solutions by asking questions not by trying to solve it for me. I find this to be very valuable.
- I admire \_\_\_ for her vision and ability to think outside the box to better meet our organization's needs.
- \_\_\_ is very aware of this as a manager and continues to work with her team to have more awareness. I would encourage her to also use the strengths of her peers to help her through this transition.

### What do you like least about working with this individual?

- She makes sound decisions and is a great role model in communication, teamwork, and engagement.
- \_\_\_ has implemented using certain times of the day for email. She is consistently encouraging staff to keep emails brief and to the point.
- I can give concrete examples of how \_\_\_ actually exceeds -all- of the other elements of this performance review.
- I appreciate her style and support.
- \_\_\_ has built relationships with some outside vendors that have been difficult to operationalize because the team was not involved in the decision, nor do they fully understand why we are using them.
- Don't be afraid to ask questions when stuck on a task.

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

- Definitely goes out of her way to involve the entire office in decisions that will affect us all.
- She is a natural and perfect fit for the CFO position.
- I have not seen a lot of shared decision making. What I have seen is her telling them what she 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 she has not had a lot of time to do this.
- I know I can go to her with any question and she will either have an answer for me or get one the same goes for problem solving.
- \_\_\_ has grown a great deal this year as a director. I feel her communication style is a bit rough around the edges. I think she can come across as dismissive at times even though that may not be the intent. . Otherwise she is very reliable and has taken on some big initiatives that have been very successful.
- Very service oriented. Responds to issues and concerns in a timely manner. Is always willing to help whenever / however possible.

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

- She takes the time to explain to staff the rationale of changes being made.
- \_\_\_ is a rock amongst the management at [CompanyName].
- \_\_\_ has been a strong leader at [CompanyName] for many years, and she will be missed.
- I'm not sure if management is \_\_\_'s niche, but given her lack of experience in this capacity and the lack of direction that has been set forth, she's done pretty well in this role.
- She is beginning to reach out to the other managers more, and it is appreciated.
- She sets her expectations high, and delivers a high level of performance herself.

### Any final comments?

- Sometimes the desired outcomes and expectations are not clearly communicated.
- The advice and direction I receive from \_\_\_ is often on point and helps to provide positive outcomes. Over the last year as I have grown \_\_\_ has allowed that growth...I have never been left without support but I have been given the trust to operate independently, all the while understanding that I can, will and have been held accountable.
- Manager engages in all categories described above as marked.
- She demonstrates organizational skills, leadership skills and clear communication skills that she applies everyday at work
- Before \_\_\_ came into the position it seemed that the department was a dump.
- Is empathetic, understanding, and dependable.