



Feedback Results
Your CompanyName Here
2025

Sample Employee

Results Generated by HR-Survey

November 2025

Introduction

What you will find in this report

This report contains the results of the feedback collected for you. These results are presented to help you identify your strengths, areas for development, and areas where your ratings may diverge with individuals providing you feedback.

We hope that you remember from your own experience how difficult it can be to provide others with this type of feedback, be open to considering their opinions, and be willing to use their feedback in your development.

Goals of the 360 Degree Feedback

Multi-Source Feedback presents a more complete picture of an individual's behavior and performance by drawing information from different perspectives within the work environment. It gives recipients a resource to guide their development, and reviewers' additional input.

Feedback from multiple sources helps you in several ways, including increasing awareness of your strengths, how you are perceived by others in different roles, and providing input for your professional development.

Receiving Feedback

Receiving feedback is a tremendous opportunity to discover how you are perceived by others which may be similar or dissimilar to how you perceive yourself. It is important to reflect on your feedback as a tool to help you set specific goals for professional development. This can be done when you see the feedback as it is, a perspective on where you may improve your performance and working relationships. It is important to realize that seeking and receiving constructive feedback is the only way we can see our "blind spots." This feedback may help us to understand the negative impact our actions may unintentionally have on others.

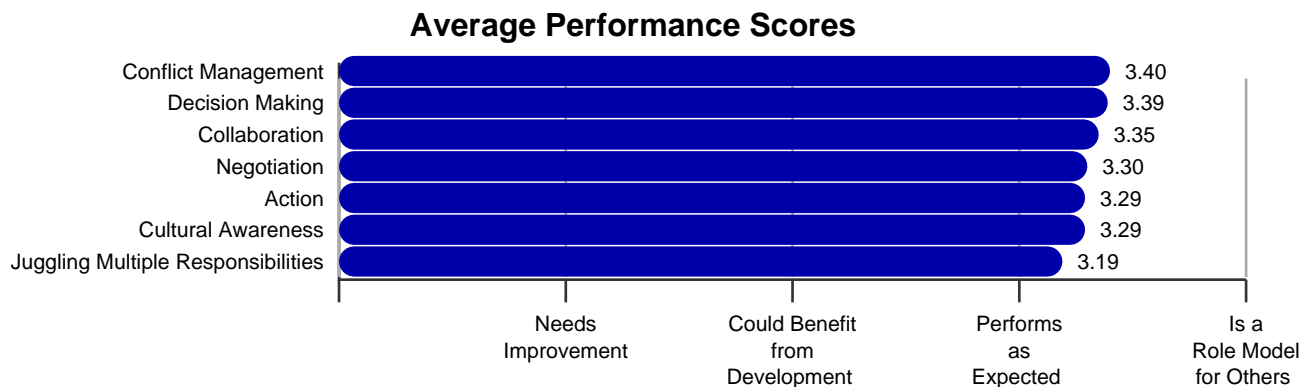
What to Do with Your Feedback

Use your feedback to help you develop awareness and set goals for developing your effectiveness. This can be done if you see the feedback as multiple perspectives on where you are already strong or can improve in the defined areas of effectiveness.

Summary

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

The summary scores for each dimension shown below were calculated by averaging all respondents' scores for all of the questions within that dimension. These dimension summary scores are sorted from high to low, with the highest shown at the top. The dimensions toward the bottom may need the most development.



Gap Analysis

The following table graphically displays the "Gap," or difference between your average rating on each competency (labeled "Self") and the average score of all other respondents (labeled "Others") who provided you with feedback. This can help you identify blind spots, or areas where you were rated more favorably by other respondents than by yourself. The Gaps for these competencies are colored in shades of green. Conversely, the graph can also help you identify your opportunities for improvement, or areas where you rated yourself higher than others did. The Gaps for these dimensions are colored in shades of red. The darker the shade of green or red, the larger the Gap. Finally, if a dimension's Gap is not shaded with a specific color, it indicates an area of agreement between yourself and others.



Conflict Management

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 (Is a Role Model for Others).

Item	n	Avg	LOA	Needs Improvement	Could Benefit from Development	Performs as Expected	Is a Role Model for Others
1. Settles disputes resulting in a win-win for both parties.	15	3.20	93.3	7%	67%		27%
2. Possesses the necessary skills to manage conflict and relationships.	15	3.87	100.0	13%	87%		
3. Breaks down conflict into component parts (e.g., interests, emotions, miscommunications) to isolate key drivers.	15	3.33	93.3	7%	53%		40%
4. Helps others to see perceptions that they have about an issue.	15	3.60	93.3	7%	27%	67%	
5. Acknowledges each party's intrinsic needs.	15	3.33	93.3	7%	53%		40%
6. Seeks to remove misperceptions that may contribute toward conflict.	15	3.20	93.3	7%	60%		33%
7. Anticipates where bottlenecks or competing priorities may cause tension and adjusts systems accordingly.	15	3.20	86.7	13%	53%		33%
8. Facilitates the resolution of grievances by fostering mutual understanding and appreciation of each party's needs.	15	3.40	93.3	7%	47%		47%
9. Empowers employees to take ownership of conflict outcomes, fostering a sense of agency and continuous improvement.	15	3.47	93.3	7%	40%		53%

Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration. The direction of change is indicated by a colored triangle.

Item	2024	2025	Change
1. Settles disputes resulting in a win-win for both parties.	3.29	3.20	-0.09 ▼
2. Possesses the necessary skills to manage conflict and relationships.	3.65	3.87	+0.22 ▲
3. Breaks down conflict into component parts (e.g., interests, emotions, miscommunications) to isolate key drivers.	3.18	3.33	+0.16 ▲
4. Helps others to see perceptions that they have about an issue.	3.41	3.60	+0.19 ▲
5. Acknowledges each party's intrinsic needs.	3.24	3.33	+0.10 ▲
6. Seeks to remove misperceptions that may contribute toward conflict.	3.24	3.20	-0.04 ▼
7. Anticipates where bottlenecks or competing priorities may cause tension and adjusts systems accordingly.	3.41	3.20	-0.21 ▼
8. Facilitates the resolution of grievances by fostering mutual understanding and appreciation of each party's needs.	3.24	3.40	+0.16 ▲
9. Empowers employees to take ownership of conflict outcomes, fostering a sense of agency and continuous improvement.	3.18	3.47	+0.29 ▲

Comments:

- He is supportive of the decisions that I make as a leader and ensures that I keep on track with my goals.
- Loyalty. Willingness to get it right.
- He is covering areas that he has not done for a long time or totally new to him so needs to learn these areas.
- Establishes a culture where everyone's contribution is acknowledged and valued.
- He is always personally engaged, and seeks to engage others in raising service delivery to our customers, visitors, and to other employees.
- I have worked on several performance improvement projects with _____ and have appreciated his knowledge and reliability with collaboration.

Negotiation

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 (Is a Role Model for Others).

Item	n	Avg	LOA	Needs Improvement	Could Benefit from Development	Performs as Expected	Is a Role Model for Others
10. Able to clearly express thoughts and concerns.	15	3.47	93.3	7%	40%	53%	
11. Stays focused and avoids getting sidetracked by less important issues.	15	3.53	100.0		47%	53%	
12. Knows the current business/market environment.	15	3.27	100.0		73%	27%	
13. Effectively sets the tone and agenda, creates rapport, and builds momentum at the start of negotiations.	15	3.33	100.0		67%	33%	
14. Develops a unified understanding or strategy that acknowledges and addresses the different viewpoints and resolves conflicts.	15	3.13	86.7	13%	60%	27%	
15. Is prepared to walk away if core interests are not met.	15	3.07	80.0	20%	53%	27%	

Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration. The direction of change is indicated by a colored triangle.

Item	2024	2025	Change
10. Able to clearly express thoughts and concerns.	3.35	3.47	+0.11 ▲
11. Stays focused and avoids getting sidetracked by less important issues.	3.47	3.53	+0.06 ▲
12. Knows the current business/market environment.	3.47	3.27	-0.20 ▼
13. Effectively sets the tone and agenda, creates rapport, and builds momentum at the start of negotiations.	3.35	3.33	-0.02 ▼
14. Develops a unified understanding or strategy that acknowledges and addresses the different viewpoints and resolves conflicts.	3.18	3.13	-0.04 ▼
15. Is prepared to walk away if core interests are not met.	3.00	3.07	+0.07 ▲

Comments:

- _____ is an excellent leader, and has a great ability to encourage employees to be the best they can be.
- I can depend on him with whatever is needed.
- I do not have much insight into his leadership effectiveness, as I rarely see him with his staff. My interactions with him and his team are generally separate meetings. He presents himself well to other leaders in the organization.
- _____ excels at looking at other people's strengths and building upon them for the good of the department.
- Is reliable and keeps the team focused on the delivery of outcomes.
- He is an incredibly supportive mentor and is committed to his Vice Presidents and their success.

Collaboration

Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Could Benefit from Development	Performs as Expected	Is a Role Model for Others
16. Seeks continuous improvement through the input from coworkers and staff.	15	3.40	93.3	7%	47%	47%	
17. Works with others to pool knowledge, ideas and resources to provide deeper insights into difficult issues.	15	3.27	93.3	7%	60%	33%	
18. Keeps everyone aligned and motivated to maintain a cohesive and productive team.	14	3.00	92.9	7%	79%	14%	
19. Ensures that all members are aligned and motivated, contributing to a cohesive and productive team dynamic.	15	3.47	100.0		53%	47%	
20. Readily shares information with other group members.	15	3.40	93.3	7%	47%	47%	
21. Collaborates to manage interpersonal disputes with a positive approach.	15	3.53	100.0		47%	53%	

Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration. The direction of change is indicated by a colored triangle.

Item	2024	2025	Change
16. Seeks continuous improvement through the input from coworkers and staff.	3.65	3.40	-0.25 ▼
17. Works with others to pool knowledge, ideas and resources to provide deeper insights into difficult issues.	3.47	3.27	-0.20 ▼
18. Keeps everyone aligned and motivated to maintain a cohesive and productive team.	3.12	3.00	-0.12 ▼
19. Ensures that all members are aligned and motivated, contributing to a cohesive and productive team dynamic.	3.59	3.47	-0.12 ▼
20. Readily shares information with other group members.	3.29	3.40	+0.11 ▲
21. Collaborates to manage interpersonal disputes with a positive approach.	3.35	3.53	+0.18 ▲

Comments:

- I love how he is always open to approach with any questions I have, no matter the hour.
- He works diligently with our supplier to ensure the inventory is cost effective.
- He is quick to recognize when employees are not the right fit for their position and takes action (even when/if this results in discomfort for the team affected and/or if this action results in added work for her).
- _____ is a wonderful partner to work with. He has been consistently responsive to issues or requests from my team. He is a great problem solver and does a fabulous job of assisting my teams when they are working through a problem.
- I know he is busy, but the information requests or answers to emailed questions can slow things down. Communicate more directly and more often.
- _____ gives me feedback good and indifferent.

Action

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 (Is a Role Model for Others).

Item	n	Avg	LOA	Needs Improvement	Could Benefit from Development	Performs as Expected	Is a Role Model for Others
22. Avoids procrastination.	15	3.00	80.0	20%	60%		20%
23. Consistently stays motivated to perform at a high level and inspires the department to do the same.	15	2.87	80.0	20%	73%		7%
24. Anticipates needs and takes pre-emptive action to address the issue.	15	3.47	100.0		53%	47%	
25. Approves purchase requests in a timely manner.	15	3.67	100.0		33%	67%	
26. Is not afraid to take corrective action when necessary.	15	3.40	93.3	7%	47%	47%	
27. Works quickly to get the job done.	15	3.33	93.3	7%	53%		40%

Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration. The direction of change is indicated by a colored triangle.

Item	2024	2025	Change
22. Avoids procrastination.	3.00	3.00	
23. Consistently stays motivated to perform at a high level and inspires the department to do the same.	2.88	2.87	-0.02 ▼
24. Anticipates needs and takes pre-emptive action to address the issue.	3.00	3.47	+0.47 ▲
25. Approves purchase requests in a timely manner.	3.76	3.67	-0.10 ▼
26. Is not afraid to take corrective action when necessary.	3.53	3.40	-0.13 ▼
27. Works quickly to get the job done.	3.12	3.33	+0.22 ▲

Comments:

- _____ is very approachable and always willing to listen.
- I would encourage him to rely on the documented minutes when he communicates decisions as a stop gap measure.
- He also does a good job of seeking out talent within our organization and making the best use of our current employees' strengths.
- His open and upbeat attitude is refreshing and contagious. A real role model for professionalism.
- _____ takes responsibility, has 1:1 conversations with staff to mentor or discuss areas for improvement. I feel that this helps build strong team relationships.
- As a leader, I can clearly see that _____ is open to growth as he is willing to have difficult conversations with the intent of strengthening the team. I believe the areas that need improvement will develop in time, as he gains leadership experience and mentoring.

Decision Making

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 (Is a Role Model for Others).

Item	n	Avg	LOA	Needs Improvement	Could Benefit from Development	Performs as Expected	Is a Role Model for Others
28. Conducts post-decision reviews to learn from outcomes and improve future evaluations.	15	3.53	100.0	47%	53%		
29. Openly admits when a choice didn't work out and uses it as a learning opportunity without becoming defensive.	15	3.67	100.0	33%	67%		
30. Assesses the risks, benefits, and potential impact of a number of options when deciding a course of action	15	3.33	100.0	67%	33%		
31. Breaks complex issues into manageable parts and organizes them in a systematic way before making decisions	15	3.20	86.7	13%	53%	33%	
32. Decision making involves careful analysis of the facts and consideration of parameters and constraints.	15	3.40	100.0	60%	40%		
33. Establishes critical limits (such as budget, timeline, compliance, or resource availability) before evaluating alternatives.	15	3.20	86.7	13%	53%	33%	

Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration. The direction of change is indicated by a colored triangle.

Item	2024	2025	Change
28. Conducts post-decision reviews to learn from outcomes and improve future evaluations.	3.41	3.53	+0.12 ▲
29. Openly admits when a choice didn't work out and uses it as a learning opportunity without becoming defensive.	3.59	3.67	+0.08 ▲
30. Assesses the risks, benefits, and potential impact of a number of options when deciding a course of action	3.41	3.33	-0.08 ▼
31. Breaks complex issues into manageable parts and organizes them in a systematic way before making decisions	3.18	3.20	+0.02 ▲
32. Decision making involves careful analysis of the facts and consideration of parameters and constraints.	3.35	3.40	+0.05 ▲
33. Establishes critical limits (such as budget, timeline, compliance, or resource availability) before evaluating alternatives.	3.18	3.20	+0.02 ▲

Comments:

- His professionalism is beyond reproach and he is fair and just.
- Any concerns with performance or any indication of any issues are managed quickly and effectively.
- 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.
- He does not settle- but will continue a search until the right fit is found.
- I really enjoy working with _____ and I respect his as a leader and role model.
-

_____ is a "One of a kind" He is a great manager.

Juggling Multiple Responsibilities

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 (Is a Role Model for Others).

Item	n	Avg	LOA	Needs Improvement	Could Benefit from Development	Performs as Expected	Is a Role Model for Others
34. Recognizes and responds to product placement and signing needs while staying alert to customers' needs, store activities and training associates.	15	3.27	93.3	7%	60%	33%	
35. Assesses current capabilities before committing to new requests from customers.	15	3.00	80.0	20%	60%	20%	
36. Uses a scheduler/planner to keep tasks organized and on time.	15	3.20	93.3	7%	67%	27%	
37. Manages impact of increased traffic flow and freight receipt by detailed planning of controllables and by anticipating and reacting positively to uncontrollables.	15	3.27	93.3	7%	60%	33%	
38. Observes, analyzes, and responds to merchandise needs while serving customers and accomplishing operational tasks.	15	3.27	86.7	13%	47%	40%	
39. Can multitask while performing all of their other responsibilities and activities.	15	3.13	86.7	13%	60%	27%	

Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration. The direction of change is indicated by a colored triangle.

Item	2024	2025	Change
34. Recognizes and responds to product placement and signing needs while staying alert to customers' needs, store activities and training associates.	2.88	3.27	+0.38 ▲
35. Assesses current capabilities before committing to new requests from customers.	3.18	3.00	-0.18 ▼
36. Uses a scheduler/planner to keep tasks organized and on time.	3.18	3.20	+0.02 ▲
37. Manages impact of increased traffic flow and freight receipt by detailed planning of controllables and by anticipating and reacting positively to uncontrollables.	3.35	3.27	-0.09 ▼
38. Observes, analyzes, and responds to merchandise needs while serving customers and accomplishing operational tasks.	3.24	3.27	+0.03 ▲
39. Can multitask while performing all of their other responsibilities and activities.	3.59	3.13	-0.45 ▼

Comments:

- I have found _____ to be very knowledgeable regarding the appropriate resources despite the fact that he is fairly new in his position.
- He is an outstanding manager.
- The most important attribute that _____ demonstrates is making sure there is a solid, vibrant leadership team. When he meets monthly with the execs, we engage in a process that sometimes is uncomfortable but dissuades any hint of Laissez-faire. He pushes for honest opinions and decisions and he expects those decisions and opinions to be supportable with reason. At the same time, he somehow nurtures innovation that leads to improving process and outcomes.
-

When I bring a problem to _____ he 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 his trying to jump to solving my problems for me. If I do not have a solution in mind, he helps me generate possible solutions by asking questions not by trying to solve it for me. I find this to be very valuable.

- _____ is committed to our organization and leads by example.
- _____ is an excellent leader, sensitive, kind, compassionate, friendly and professional.

Cultural Awareness

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 (Is a Role Model for Others).

Item	n	Avg	LOA	Needs Improvement	Could Benefit from Development	Performs as Expected	Is a Role Model for Others
40. Seeks out opportunities to learn about different cultures and integrates that knowledge into leadership practices.	15	3.40	93.3	7%	47%	47%	
41. Respects the views offered by individuals with different cultural backgrounds.	15	3.33	93.3	7%	53%	40%	
42. Is aware of cultural differences in business etiquette.	15	3.33	93.3	7%	53%	40%	
43. Encourages inclusive participation in culturally significant events and observances	15	3.13	86.7	13%	60%	27%	
44. Functions effectively within various cultural contexts.	15	3.00	86.7	13%	73%	13%	
45. Is willing to include individuals with different cultural backgrounds on the team.	15	3.53	100.0		47%	53%	

Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration. The direction of change is indicated by a colored triangle.

Item	2024	2025	Change
40. Seeks out opportunities to learn about different cultures and integrates that knowledge into leadership practices.	3.29	3.40	+0.11 ▲
41. Respects the views offered by individuals with different cultural backgrounds.	3.29	3.33	+0.04 ▲
42. Is aware of cultural differences in business etiquette.	3.41	3.33	-0.08 ▼
43. Encourages inclusive participation in culturally significant events and observances	3.35	3.13	-0.22 ▼
44. Functions effectively within various cultural contexts.	3.18	3.00	-0.18 ▼
45. Is willing to include individuals with different cultural backgrounds on the team.	3.35	3.53	+0.18 ▲

Comments:

- _____'s leadership style is one that should be mirrored in the organization as we develop a culture of servant leadership.
- He consistently sets an outstanding example by working vigorously and doing the right thing in the right way at all times. He shows integrity in his approach, always striving to add value, improve quality, and spend resources wisely.
- We have some very experienced people in our department and they need to be able to work more autonomously and run with projects.
- It is critical to maintain a sense of humor throughout difficult projects, especially when the progress of those projects is beyond our control. _____ does an excellent job of managing ongoing frustration with humor. He stays on point in meetings and encourages adherence to the agenda.
- He is well respected by his peers and it is clear to see why.
- Provides coaching for developing team leaders to help them meet their goals.

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?

- He is well respected.
- _____ is an excellent leader, sensitive, kind, compassionate, friendly and professional.
- The department is trying to implement major changes. The aim to improve workflow prioritization and efficiency by creating a strategic plan addresses concerns raised by team members regarding workloads and lack of communication involving decisions.
- He is always willing to learn, but could benefit from a plan on how to achieve it - filling knowledge gaps, more hands on learning, etc.
- _____ is the heart and soul of the pharmacy. He has great vision and he is always thinking of ways to improve our department and the services we provide to the customers. We have hired some great new managers that will help us move in a new direction in many areas.
- He is very focused on bringing out best in employees and encourages all to get involved with any and all problems to come up with solutions that benefit the team.

What do you like best about working with this individual?

- I garner ideas from his regularly and look to him as a mentor.
- I have enjoyed working with _____ and will miss his support and direction.
- _____ 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.
- Too many changes that are not needed at a department our size. Not enough input from current staff in decision making.
- He is covering areas that he has not done for a long time or totally new to him so needs to learn these areas.
- Attitude and willingness to pitch in. Highly capable to take on tasks and run with them.

What do you like least about working with this individual?

- Monitors the teams progress and adjusts the plan to ensure tasks are successfully completed.
- His skills, commitment, integrity and overall management style is something I have admired since I have worked here.
- _____ is an amazing manager to work under. He has taught me a ton on how to be an associate manager this past year.
- _____ always has the customer at the center of focus.
- He is trustworthy, dependable, positive attitude, and team focused.
- His leadership skills make me jealous and consider him a mentor on how I would want to be in that position

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

- Employees were not encouraged to do anything besides come to work.
- He is quick to remind others, when needed why we are really here.
- _____ is a strong leader and passionate about his customers, staff and safety.
- _____ has also come down to help our department when we have been very busy and needed help.
- The employees in the department have also raised concerns about new projects being assigned without concern for how the increase in work will effect other existing projects -- or how they should be prioritized.
- He continues to be a shining example to his team especially in process improvement and professional growth.

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

- _____ is professional in communication verbally, but misses hearing some important items that are verbalized to him.
- He encourages individual and professional improvement and provides educational opportunities.
- He 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.
- Employees were not encouraged to do anything besides come to work.
- He could benefit from becoming more comfortable challenging others.
- He is doing a great job of branding [CompanyName] (something that has been needed for a very long time). when he first came he had some miss steps, ie posters, pushing agenda fast etc, but has adapated to [CompanyName] and to the department, well done.

Any final comments?

- Having had minimal interaction with _____'s team I am unable to respond to some of these questions. The few that I have had interaction with have been positive and have been good organizational fits.
- He looks for ways to improve processes, involves his team in the process improvements, and shares with others what his team has accomplished.
- _____ exceeds in above in all he does.
- He is an excellent teammate, great attitude, effort, and energy.
- Provide regular updates on the progress of work/tasks/projects.
- I have truly appreciated his guidance.