



Feedback Results  
Your CompanyName Here  
2025

Sample Employee

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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.

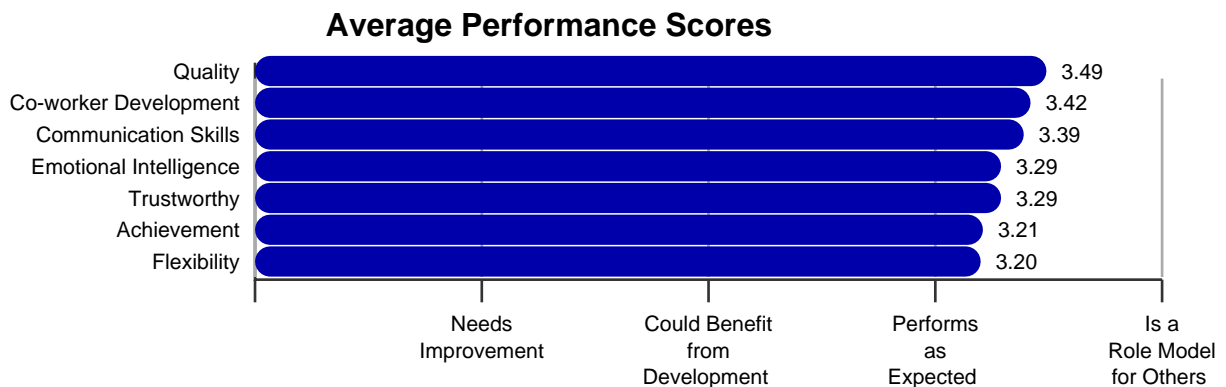
## What to Do with Your Feedback

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

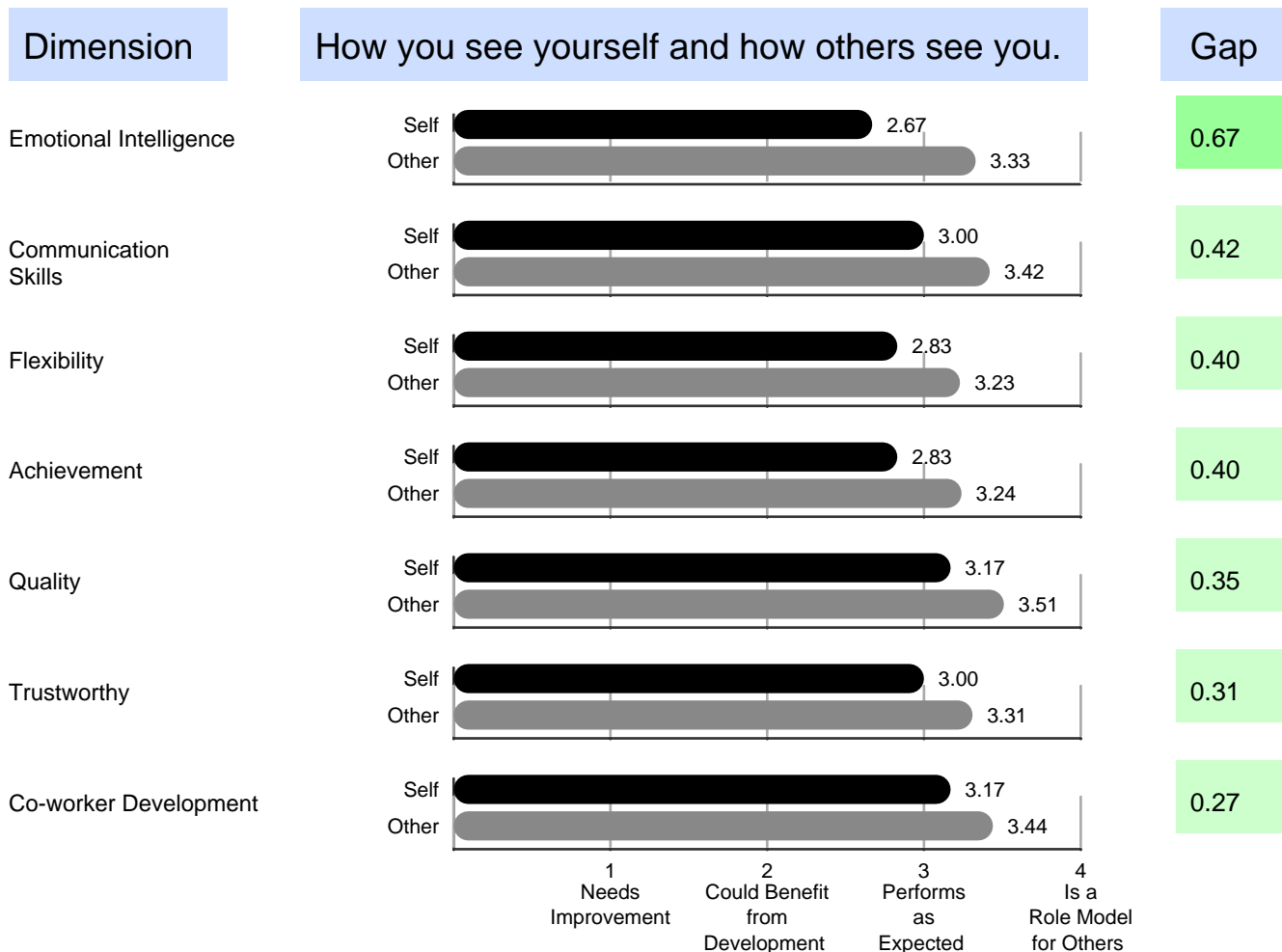
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 7 major dimensions of leadership.

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.



## Co-worker Development

### 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. Adapts coaching and mentoring approach to meet the style or needs of individuals	15	3.20	93.3	7%	67%		27%
2. Gives others development opportunities through project assignments and increased job responsibilities	15	3.87	100.0	13%	87%		
3. Provides ongoing feedback to co-workers on their development progress	15	3.33	93.3	7%	53%		40%
4. Sets and clearly communicates expectations, performance goals, and measurements to others	15	3.60	93.3	7%	27%	67%	
5. Takes immediate action on poor performance	15	3.33	93.3	7%	53%		40%
6. Works to identify root causes of performance problems	15	3.20	93.3	7%	60%		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
1. Adapts coaching and mentoring approach to meet the style or needs of individuals	3.29	3.20	-0.09 ▼
2. Gives others development opportunities through project assignments and increased job responsibilities	3.65	3.87	+0.22 ▲
3. Provides ongoing feedback to co-workers on their development progress	3.18	3.33	+0.16 ▲
4. Sets and clearly communicates expectations, performance goals, and measurements to others	3.41	3.60	+0.19 ▲
5. Takes immediate action on poor performance	3.24	3.33	+0.10 ▲
6. Works to identify root causes of performance problems	3.24	3.20	-0.04 ▼

### Comments:

- She is committed to modeling anything that she would like to see implemented in our work environment.
- \_\_\_ is very approachable and friendly, but will stand firm when pushed. It is nice to know that you can rely on \_\_\_ to stand her ground and take care of her employees / department.
- Large diverse group of staff that requires a lot of patience and communication. I believe that I do this very well. Exceeded budget expectations during last fiscal year by approximately a large amount.
- \_\_\_ is very professional in dealing with her peers and the staff.
- I have only worked under \_\_\_ for a short time but I am impressed often at her excellent leadership skills and ability to guide her staff under the competency model.
- As mentioned above, good collaboration.

## Communication Skills

### 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
7. Uses software, graphics, or other aids to clarify complex or technical reports.	15	3.20	86.7	13%	53%	33%	
8. Informs supervisor about progress made on goals and objectives.	15	3.40	93.3	7%	47%	47%	
9. Willing to express their concerns to colleagues.	15	3.47	93.3	7%	40%	53%	
10. Communicates effectively with all levels of the organization.	15	3.47	93.3	7%	40%	53%	
11. Uses polite language and shows respect for others' opinions and time.	15	3.53	100.0		47%	53%	
12. Understands the preferences of the intended audience.	15	3.27	100.0		73%	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
7. Uses software, graphics, or other aids to clarify complex or technical reports.	3.41	3.20	-0.21 ▼
8. Informs supervisor about progress made on goals and objectives.	3.24	3.40	+0.16 ▲
9. Willing to express their concerns to colleagues.	3.18	3.47	+0.29 ▲
10. Communicates effectively with all levels of the organization.	3.35	3.47	+0.11 ▲
11. Uses polite language and shows respect for others' opinions and time.	3.47	3.53	+0.06 ▲
12. Understands the preferences of the intended audience.	3.47	3.27	-0.20 ▼

#### Comments:

- She is a strength that supports department morale and work flow.
- \_\_\_ exceeds in above in all she does.
- She is a great teammate!
- She always has a positive approach and feedback on tasks at hand and our work. I am inspired by her attitude, its contagious!!
- \_\_\_ excels at customer service and keeping our team focused on the customer.
- \_\_\_ has always made herself available to help out in the department as needed, even willing to be there on weekends!

## Flexibility

### 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
13. Responds to diverse challenges.	15	3.33	100.0		67%		33%
14. Responds to issues and problems with creative solutions and innovation.	15	3.13	86.7	13%	60%		27%
15. Remains agile and responsive to address changing needs in a dynamic environment.	15	3.07	80.0	20%	53%		27%
16. Able to adapt processes in response to critical incidents that impact the workflow.	15	3.40	93.3	7%	47%		47%
17. Faces the unknown head-on, turning challenges into opportunities for growth and innovation.	15	3.27	93.3	7%	60%		33%
18. Creates personalized training schedules, offering various learning formats (like virtual and in-person sessions), and provides tailored training resources.	14	3.00	92.9	7%	79%		14%

### 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
13. Responds to diverse challenges.	3.35	3.33	-0.02 ▼
14. Responds to issues and problems with creative solutions and innovation.	3.18	3.13	-0.04 ▼
15. Remains agile and responsive to address changing needs in a dynamic environment.	3.00	3.07	+0.07 ▲
16. Able to adapt processes in response to critical incidents that impact the workflow.	3.65	3.40	-0.25 ▼
17. Faces the unknown head-on, turning challenges into opportunities for growth and innovation.	3.47	3.27	-0.20 ▼
18. Creates personalized training schedules, offering various learning formats (like virtual and in-person sessions), and provides tailored training resources.	3.12	3.00	-0.12 ▼

### Comments:

- I find her to be a stellar asset to our team at [CompanyName].
- Seems willing to collaborate with other departments but feels as if she is over protective when approached about issues involving her team or processes.
- I have had the opportunity to work with \_\_\_ on several projects through our Core Competency Training. All of which she has approached with a positive team building attitude.
- She always asks and seeks the advice of the whole leadership she listens to what we have to say.
- She is very supportive and easily approachable.
- I can depend on her with whatever is needed.

## Emotional Intelligence

### 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
19. Helps employees to resolve conflicts, communicate clearly, and work together to solve problems.	15	3.47	100.0		53%	47%	
20. Is able to control their own emotions.	15	3.40	93.3	7%	47%	47%	
21. Is attentive to emotional cues and interprets others' feelings correctly.	15	3.53	100.0		47%	53%	
22. Helps to make decisions and solve problems using knowledge about how others will react in certain situations.	15	3.00	80.0	20%	60%		20%
23. Accurately perceives the emotional reactions of others.	15	2.87	80.0	20%	73%		7%
24. Able to understand others' points of view.	15	3.47	100.0		53%	47%	

### 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
19. Helps employees to resolve conflicts, communicate clearly, and work together to solve problems.	3.59	3.47	-0.12 ▼
20. Is able to control their own emotions.	3.29	3.40	+0.11 ▲
21. Is attentive to emotional cues and interprets others' feelings correctly.	3.35	3.53	+0.18 ▲
22. Helps to make decisions and solve problems using knowledge about how others will react in certain situations.	3.00	3.00	
23. Accurately perceives the emotional reactions of others.	2.88	2.87	-0.02 ▼
24. Able to understand others' points of view.	3.00	3.47	+0.47 ▲

### Comments:

- I will always be grateful that she made a very unpleasant re-organization experience much less painful for me.
- \_\_\_ is conscientious and expedient in her approach to work. She gets things done quickly and efficiently.
- She can see the fine details well for unit needs that fits into the organizations mission and the needs of the staff.
- 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 likly 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.
- Manager is always interested in our views, and continually works at implementing our suggestions.
- \_\_\_ can be counted on for her reliability.

## Quality

### 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
25. Promotes quality improvement practices in the department.	15	3.67	100.0	33%	67%		
26. Ensures high consistency across batches or production runs.	15	3.40	93.3	7%	47%	47%	
27. Sets expectations for achieving high quality services and products.	15	3.33	93.3	7%	53%	40%	
28. Establishes timeframes for achieving suitable quality levels.	15	3.53	100.0	47%	53%		
29. Effectively coordinates with other departments to improve quality.	15	3.67	100.0	33%	67%		
30. Understands and uses established quality procedures/controls.	15	3.33	100.0	67%	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
25. Promotes quality improvement practices in the department.	3.76	3.67	-0.10 ▼
26. Ensures high consistency across batches or production runs.	3.53	3.40	-0.13 ▼
27. Sets expectations for achieving high quality services and products.	3.12	3.33	+0.22 ▲
28. Establishes timeframes for achieving suitable quality levels.	3.41	3.53	+0.12 ▲
29. Effectively coordinates with other departments to improve quality.	3.59	3.67	+0.08 ▲
30. Understands and uses established quality procedures/controls.	3.41	3.33	-0.08 ▼

### Comments:

- She is decisive about budgets, emergency preparedness, and safety.
- Overall, I think \_\_\_ does a great job. Sometimes staff will have questions or suggestions and we won't get a response and she will just avoid having to give us an answer. Once we get an answer it usually involves \_\_\_ wanting to complete the task on her own. More communication in this area would be nice, even when she would rather complete the task on her own.
- \_\_\_ is a solid asset to the human resources division and the [CompanyName] senior management team.
- One of the things I appreciate about \_\_\_ as a leader is her willingness and enthusiasm to adopt new strategies that help the department continue to move forward and improve. An example this past year has been her involvement with Competencies and helping our staff think about how we can apply these concepts to our work.
- I believe I need to give her a chance to get into her position.
- She is very astute, proactive in problem solving, and a great team member.

## Achievement

### 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
31. Met required benchmarks for the position.	15	3.20	86.7	13%	53%	33%	
32. Completes work to given time frame and to budget	15	3.40	100.0		60%	40%	
33. Strives for operational excellence by refining workflows and optimizing procedures.	15	3.20	86.7	13%	53%	33%	
34. Balances risk and reward with thoughtful strategies that propel success.	15	3.27	93.3	7%	60%	33%	
35. Driven to complete goals despite obstacles that may arise.	15	3.00	80.0	20%	60%	20%	
36. Sets ambitious standards of performance.	15	3.20	93.3	7%	67%	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
31. Met required benchmarks for the position.	3.18	3.20	+0.02 ▲
32. Completes work to given time frame and to budget	3.35	3.40	+0.05 ▲
33. Strives for operational excellence by refining workflows and optimizing procedures.	3.18	3.20	+0.02 ▲
34. Balances risk and reward with thoughtful strategies that propel success.	2.88	3.27	+0.38 ▲
35. Driven to complete goals despite obstacles that may arise.	3.18	3.00	-0.18 ▼
36. Sets ambitious standards of performance.	3.18	3.20	+0.02 ▲

### Comments:

- \_\_\_ has brought a much needed positive change to [CompanyName].
- \_\_\_ is respected by the team and they openly seek out her advise or opinion.
- \_\_\_ 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.
- I think \_\_\_ is an excellent addition to the manager team. As a new manager, she seems to be doing a great job!
- \_\_\_ is willing to tackle performance situations and solicits feedback on how her team is doing.
- I think \_\_\_ is doing a wonderful job in her new role here at this [CompanyName]. She has quickly become a vital part of the team. She is about to take on an even bigger role in the coming months and I think that she will demonstrate that she is very capable leader. I am glad that she has joined us.

## Trustworthy

### 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
37. Takes care to maintain confidential information.	15	3.27	93.3	7%	60%	33%	
38. Builds and maintains the trust of others.	15	3.27	86.7	13%	47%	40%	
39. Seeks to mitigate grievances by clarifying intentions and finding suitable remedies.	15	3.13	86.7	13%	60%	27%	
40. Consistently keeps commitments.	15	3.40	93.3	7%	47%	47%	
41. Works in a way that makes others want to work with her/him.	15	3.33	93.3	7%	53%	40%	
42. Demonstrates congruence between statements and actions.	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
37. Takes care to maintain confidential information.	3.35	3.27	-0.09 ▼
38. Builds and maintains the trust of others.	3.24	3.27	+0.03 ▲
39. Seeks to mitigate grievances by clarifying intentions and finding suitable remedies.	3.59	3.13	-0.45 ▼
40. Consistently keeps commitments.	3.29	3.40	+0.11 ▲
41. Works in a way that makes others want to work with her/him.	3.29	3.33	+0.04 ▲
42. Demonstrates congruence between statements and actions.	3.41	3.33	-0.08 ▼

### Comments:

- \_\_\_ is a new manager. Her openness and positive communication with her team and her steadfastness to doing what is right to meet [CompanyName] goals has created a very positive energy in the department.
- \_\_\_ is a new manager she has done a wonderful job, she is still in a learning curve and is still in the process of learning this role
- \_\_\_ excels at looking at other people's strengths and building upon them for the good of the department.
- She also sees herself as a problem solver. The staff, however, experience being inundated with ideas and solutions that she presents to them as projects they need to do; those solutions are often not accomplishable given the depth and breadth of the work already on their plates.
- \_\_\_ is a great asset to our department. She is always available when issues arise & help is needed to solve problems.
- She is always available to me day and night for question and help regarding unit operations. I am appreciative that she works with me to meet my needs as an employee and always gets back to me promptly when assistance is needed.

## 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?

- I appreciate her ability to deliver a direct message while remaining sensitive to how it may impact others as well as her sense of humor.
- I appreciate that as a new manager to this department \_\_\_ has sought to understand my work flow and process. She is actively learning more about our work processes and involved to determine needed resources.
- Is self-aware of own strength and weakness. Asking for help by adding another manager.
- I appreciate the honest evaluative feedback \_\_\_ provides for the staff in her area. This input helps immensely in the development of constructive development feedback for these professionals each year.
- She knows product and how to engage potential clients.
- Great addition to our team!

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

- I do very much appreciate that \_\_\_ will support me in a decision when needed.
- \_\_\_ is very committed to finding and selecting an employee who will have the knowledge, skills, expertise and passion to take our process improvement to the next level. Her high standards for excellence are admirable and inspiring.
- Between leadership meetings, my masters program in leadership, and most recently my involvement in R&D, I am challenged to stretch and grow my skillset daily.
- \_\_\_ has extremely strong communication skills and is able to work in a wide variety of settings.
- She is eager to learn and eager to share knowledge.
- 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.

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

- Don't be afraid to ask questions when stuck on a task.
- Over the years, the department has done very good work and contributed a great deal to both capital and non-capital projects.
- \_\_\_ is a great mentor and leader for her team. She recognizes the strengths that each of her team members bring to the organization and works to continue to develop those strengths. \_\_\_ also helps her team recognize areas of improvement and works to improve those areas as well.
- She couldn't be more engaged if she tried.
- \_\_\_ 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.
- \_\_\_ always remembers the customer is at the center of what we do.

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

- She allows self-starter employees to take ownership of tasks/improvements and doesn't hover, but is available when you need her. She has monthly meetings with our team to keep everyone current and allow employees to make suggestions for change and improvement for workflow and cost saving ideas.
- Professionalism is an area where I feel \_\_\_ could continue to develop is making sure that her non-verbal cues are kept to a minimum. She tends to show more of her frustration and does not communicate them verbally. Earning and keeping the respect of the team will require open and constructive collaboration; once the team feels this it will foster more open communication and develop trust within the team, and with her.
- She stays in her office, and is largely oblivious to the daily activities of customer service.
- \_\_\_ has been using more shared decision making and has allowed the department to enact recommendations that she personally may not have agreed with. That gave her a lot of credibility with staff and I think will help us to continue to move forward and up as a department.
- \_\_\_ has excellent writing skills when destined for department or the broad groups, but tends to relax her standards when outside that audience, especially in email. This makes it difficult for her management staff to share information and approvals directly with staff or external sources.
- \_\_\_ has been here a short time, but I have believe from attending meeting with her and by her actions in the department, she is the right person to lead us forward in our growth and changes.

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

- This year \_\_\_ has completed her MBA degree and continues to be open to professional growth opportunities. She is receptive to any feedback that I have given her.
- I honestly cannot think of anything that she could improve on.
- \_\_\_ has served as a valuable leader mentor to me. She is respectful of those she deals with and seeks to optimize others skills and strengths.
- Confidence is the only thing I think she needs to improve on.
- Her inspiration, her strong message could move mountains if she gets more opportunities to lead more broadly and deeply. she should have more authority in ALL levels (including managers) to lead to those important cultural changes.
- I admire \_\_\_ and look up to her wisdom, she is someone who is able to communicate and has the ability to deal with change and help others to understand the necessity for change.

### Any final comments?

- \_\_\_ is a great manager. Very supportive of her staff.
- \_\_\_ is professional in communication verbally, but misses hearing some important items that are verbalized to her.
- \_\_\_ is the heart and soul of the pharmacy. She has great vision and she 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.
- She routinely demonstrates professionalism and her priority for service which is a model example for others.
- \_\_\_ is very responsive and provides great support service.
- She couldn't be more engaged if she tried.