



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.

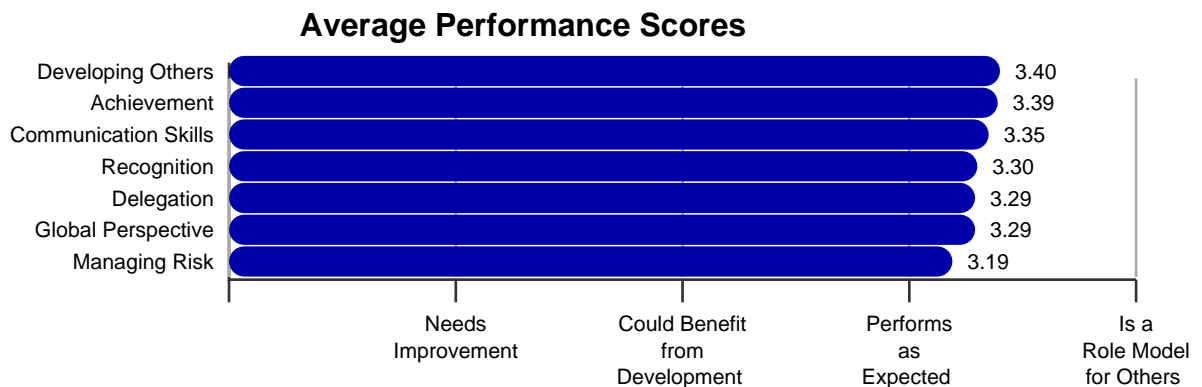
What to Do with Your Feedback

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.



Developing 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 (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. Assesses employees' developmental needs.	15	3.20	93.3	7%	67%		27%
2. Sets performance objectives for subordinates that encourages development opportunities.	15	3.87	100.0	13%	87%		
3. Tries to ensure employees are ready to move to the next level.	15	3.33	93.3	7%	53%		40%
4. Recognizes and celebrates accomplishments of others.	15	3.60	93.3	7%	27%	67%	
5. Creates opportunities for professional development.	15	3.33	93.3	7%	53%		40%
6. Provides constructive feedback to others.	15	3.20	93.3	7%	60%		33%
7. Encourages employees through recognition of positive changes in behavior.	15	3.20	86.7	13%	53%		33%
8. Creates a work environment that fosters positive feedback to employees.	15	3.40	93.3	7%	47%		47%
9. Assigns tasks and responsibilities to develop skills of others.	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. Assesses employees' developmental needs.	3.29	3.20	-0.09 ▼
2. Sets performance objectives for subordinates that encourages development opportunities.	3.65	3.87	+0.22 ▲
3. Tries to ensure employees are ready to move to the next level.	3.18	3.33	+0.16 ▲
4. Recognizes and celebrates accomplishments of others.	3.41	3.60	+0.19 ▲
5. Creates opportunities for professional development.	3.24	3.33	+0.10 ▲
6. Provides constructive feedback to others.	3.24	3.20	-0.04 ▼
7. Encourages employees through recognition of positive changes in behavior.	3.41	3.20	-0.21 ▼
8. Creates a work environment that fosters positive feedback to employees.	3.24	3.40	+0.16 ▲
9. Assigns tasks and responsibilities to develop skills of others.	3.18	3.47	+0.29 ▲

Comments:

- He presents a clear picture of where the department is now and where we need to be headed.
- _____ is very willing to involve employees and to delegate to others. He stretches others to increase their potential.
- _____ has my back and breaks down the barriers when I let him know that need his support.

- Set clear expectations for others.
- He demonstrates a high level of personal integrity in his daily work and is honest and ethical in interactions.
- Sometimes _____'s communication style is sarcastic which can be a distraction during meetings and decrease effectiveness.

Recognition

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. Creates an "Innovator of the Month" award to promote and recognize innovative activities by employees.	15	3.47	93.3	7%	40%	53%	
11. Says "thank you" to show appreciation for work of others.	15	3.53	100.0		47%	53%	
12. Engages in employee recognition activities.	15	3.27	100.0		73%	27%	
13. Integrates recognition programs into larger employee development initiatives.	15	3.33	100.0		67%	33%	
14. Creates awards or recognition for specific service anniversary dates.	15	3.13	86.7	13%	60%	27%	
15. Highlights specific contributions, demonstrating to employees how their efforts support department goals and drive success.	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. Creates an "Innovator of the Month" award to promote and recognize innovative activities by employees.	3.35	3.47	+0.11 ▲
11. Says "thank you" to show appreciation for work of others.	3.47	3.53	+0.06 ▲
12. Engages in employee recognition activities.	3.47	3.27	-0.20 ▼
13. Integrates recognition programs into larger employee development initiatives.	3.35	3.33	-0.02 ▼
14. Creates awards or recognition for specific service anniversary dates.	3.18	3.13	-0.04 ▼
15. Highlights specific contributions, demonstrating to employees how their efforts support department goals and drive success.	3.00	3.07	+0.07 ▲

Comments:

- _____ is one of the most thoughtful and thought provoking leaders that I encounter in this organization.
- I have never known _____ to not hire for talent.
- The employee provides liaison between the organization and its volunteer groups far exceeding the requirements of his position.
- I believe _____ sets the bar for collaborative work and demonstrating team building. He is an exceptional peer and one who I enjoy working with.
- _____ always makes decisions based on what is best for the department or organization.
- _____ should consider continuing to expand his technical expertise and understanding of Epic beyond his comfort zone.

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
16. Visible and approachable; is there when you need them.	15	3.40	93.3	7%	47%	47%	
17. Articulates ideas and emotions clearly to others.	15	3.27	93.3	7%	60%		33%
18. Conducts regular performance feedback discussions with individuals and teams	14	3.00	92.9	7%	79%		14%
19. Communicates goals of project, resources required, resources available, etc. to the team	15	3.47	100.0		53%		47%
20. Discusses ideas and concepts with peers.	15	3.40	93.3	7%	47%		47%
21. Delivers information in a straightforward and comprehensible manner.	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. Visible and approachable; is there when you need them.	3.65	3.40	-0.25 ▼
17. Articulates ideas and emotions clearly to others.	3.47	3.27	-0.20 ▼
18. Conducts regular performance feedback discussions with individuals and teams	3.12	3.00	-0.12 ▼
19. Communicates goals of project, resources required, resources available, etc. to the team	3.59	3.47	-0.12 ▼
20. Discusses ideas and concepts with peers.	3.29	3.40	+0.11 ▲
21. Delivers information in a straightforward and comprehensible manner.	3.35	3.53	+0.18 ▲

Comments:

- _____ is very visible on the unit. Spending many hours with staff.
- Isn't afraid to ask the tough questions to get people to think outside of their box.
- _____ exercises a leadership style that consistently meets and exceeds the needs of customers, visitors, co-workers, etc. _____ is able to use all listed points under in a way that either provides a service to others or helps others that are providing direct help. _____ is a great mentor and example to those he supervises.
- _____ has a great strength in process improvement-maybe even more than people around his realize. He has kind of a quiet strength in this area.
- I have been in the work force for over 30 years and had outstanding directors and leaders, however _____ surpasses anyone I met before.
- He knows his material and obviously loves the continued learning that defines best practices.

Delegation

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. Assigns goals and objectives as needed.	15	3.00	80.0	20%	60%		20%
23. Strategically delegates tasks that allow employees to excel in areas where they feel most inspired.	15	2.87	80.0	20%	73%		7%
24. Communicates trust in employees' judgment, reinforcing ownership and accountability.	15	3.47	100.0		53%	47%	
25. Assigns challenging responsibilities to boost employee professional development while maintaining engagement.	15	3.67	100.0		33%	67%	
26. Communicates expected/desired outcomes.	15	3.40	93.3	7%	47%	47%	
27. Delegates tasks, responsibilities, and accountability as appropriate.	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. Assigns goals and objectives as needed.	3.00	3.00	
23. Strategically delegates tasks that allow employees to excel in areas where they feel most inspired.	2.88	2.87	-0.02 ▼
24. Communicates trust in employees' judgment, reinforcing ownership and accountability.	3.00	3.47	+0.47 ▲
25. Assigns challenging responsibilities to boost employee professional development while maintaining engagement.	3.76	3.67	-0.10 ▼
26. Communicates expected/desired outcomes.	3.53	3.40	-0.13 ▼
27. Delegates tasks, responsibilities, and accountability as appropriate.	3.12	3.33	+0.22 ▲

Comments:

- He is fair, focused and on top of things. He wears many hats at [CompanyName] and I admire the way he can 'know' what's happening in all areas.
- I honestly cannot think of anything to recommend that would help him to improve at this point.
- _____ always readily shares information which helps facilitate communication with staff in a timely and effective manner.
- Transparency and honesty is important early in the process.
- _____ routinely goes out of his way to make work a more engaging experience.
- _____ is committed to our organization and leads by example.

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
28. Driven to complete goals despite obstacles that may arise.	15	3.53	100.0	47%	53%		
29. Completed required training and certification.	15	3.67	100.0	33%	67%		
30. Inspires others to work with a sense of urgency.	15	3.33	100.0	67%	33%		
31. Embraces bold, well-considered decisions to unlock new opportunities and growth.	15	3.20	86.7	13%	53%	33%	
32. Transforms vision into action with focused, time-sensitive objectives.	15	3.40	100.0	60%	40%		
33. Follows all processes and procedures to achieve high performance standards.	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. Driven to complete goals despite obstacles that may arise.	3.41	3.53	+0.12 ▲
29. Completed required training and certification.	3.59	3.67	+0.08 ▲
30. Inspires others to work with a sense of urgency.	3.41	3.33	-0.08 ▼
31. Embraces bold, well-considered decisions to unlock new opportunities and growth.	3.18	3.20	+0.02 ▲
32. Transforms vision into action with focused, time-sensitive objectives.	3.35	3.40	+0.05 ▲
33. Follows all processes and procedures to achieve high performance standards.	3.18	3.20	+0.02 ▲

Comments:

- I know I can always count on _____ to consistently encourage collaboration and system perspective.
- In many cases, not in all, he could benefit from wider input from the team rather than a position of: 'I discussed this with the boss and he approved it.'
- I value _____ for so much more than his negotiating skills which are outstanding.
- _____ has a strong knowledge base and willingly shares information.
- Experience, mentoring and self-confidence.
- He has always encouraged others and provided tools for the employee to do so.

Managing Risk

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. Creates a level of resilience in the organization.	15	3.27	93.3	7%	60%	33%	
35. Identifies the most significant risks from business operations.	15	3.00	80.0	20%	60%	20%	
36. Turns risks into opportunities.	15	3.20	93.3	7%	67%	27%	
37. Implements changes to reduce the chances of critical incidents in the future.	15	3.27	93.3	7%	60%	33%	
38. Recognizes the potential financial impact of specific risks.	15	3.27	86.7	13%	47%	40%	
39. Determines the impact of specific risks on finances.	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. Creates a level of resilience in the organization.	2.88	3.27	+0.38 ▲
35. Identifies the most significant risks from business operations.	3.18	3.00	-0.18 ▼
36. Turns risks into opportunities.	3.18	3.20	+0.02 ▲
37. Implements changes to reduce the chances of critical incidents in the future.	3.35	3.27	-0.09 ▼
38. Recognizes the potential financial impact of specific risks.	3.24	3.27	+0.03 ▲
39. Determines the impact of specific risks on finances.	3.59	3.13	-0.45 ▼

Comments:

- _____ is a good manager to work with he will find time to answer your questions and do a research if it needs to. He always appreciate the things everybody do for the department. He is a bright and smart manager to work with.
- Improve on providing feedback.
- I appreciate his openness and availability to all the staff.
- He offers up ideas of how I could have handled something differently in a constructive manner.
- He has an innate ability to match assigned roles with individual strengths.
- _____ is excellent about offering support if needed but he also allows us to work and he does not micro manage.

Global Perspective

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. Exemplifies the skills of a global worker.	15	3.40	93.3	7%	47%	47%	
41. Understands and appreciates the perspectives offered by others with different cultural backgrounds.	15	3.33	93.3	7%	53%	40%	
42. Able to listen and understand others and discuss issues in a respectful way.	15	3.33	93.3	7%	53%	40%	
43. Collaborates with others respectfully and effectively with other people regardless of differences in cultural backgrounds.	15	3.13	86.7	13%	60%	27%	
44. Demonstrates working knowledge of global transactions.	15	3.00	86.7	13%	73%	13%	
45. Volunteers for experiences and assignments abroad.	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. Exemplifies the skills of a global worker.	3.29	3.40	+0.11 ▲
41. Understands and appreciates the perspectives offered by others with different cultural backgrounds.	3.29	3.33	+0.04 ▲
42. Able to listen and understand others and discuss issues in a respectful way.	3.41	3.33	-0.08 ▼
43. Collaborates with others respectfully and effectively with other people regardless of differences in cultural backgrounds.	3.35	3.13	-0.22 ▼
44. Demonstrates working knowledge of global transactions.	3.18	3.00	-0.18 ▼
45. Volunteers for experiences and assignments abroad.	3.35	3.53	+0.18 ▲

Comments:

- If feel _____ meets/exceeds in all of the areas listed above, and I feel he consistently exceeds in the areas of professionalism, service, communication, teamwork, engagement and ethics.
- _____ clearly communicates expectations and verifies information to ensure shared understanding. A great example was the recent coaching session at our visibility wall. This dialogue was a great opportunity to get some ideas and feedback on processes and metrics that would be meaningful to track in my departments.
- 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.
- He involves our team and holds us accountable out of respect.
- He is a great teammate!
- _____ is a great manager and has nothing but the greatest interest for his employees and customers.

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 demonstrates a high level of personal integrity in his work and remains honest (even when the truth hurts).
- He values our feedback and takes our recommendations seriously.
- He could be more challenging at times with teammates and deliver critical feedback when necessary.
- He continues to be a shining example to his team especially in process improvement and professional growth.
- _____ is a great manager, committed to each employee in our department.
- He leads by example.

What do you like best about working with this individual?

- His positive attitude is constant.
- He has the desire and effort to get it right and continuously improve self and culture.
- _____ is an amazing manager to work under. He has taught me a ton on how to be an associate manager this past year.
- When _____ delegated work, he remained accountable for the final result. He always make himself available for questions and help along the way.
- Provide and solicit more frequent feedback.
- _____ is a intricate part of the team. He is always available for the circulators in the rooms/trenches and there to support/back-up the communication between staff and managers.

What do you like least about working with this individual?

- he has patience.
- He has a talent for breaking through the bureaucracy of [CompanyName] administration and keeping his attention on improving his department.
- He couldn't be more engaged if he tried.
- _____ is dedicated to this organization, our customers and the employee's he manages. He is always striving for improvement in our department and makes changes where they are needed to achieve our goals.
- _____ does not always follow through with things (ordering equipment).
- Communication to entire team is excellent and helps engage all staff. _____'s visibility to his team has been very positive.

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

- He values our feedback and takes our recommendations seriously.
- Again, _____ is still learning his role and hasn't been with us very long so I have not seen some of these skills in action yet.
- _____ is very detailed and has developed the ability to continually use data and the facts to support any process change or to celebrate the division successes. The division has seen a lot of transition and throughout this transition he has maintained an open line of communication and remained available to staff who have voiced concerns.
- He is an exceptionally effective communicator which enables here visions to be more easily carried out.
- _____ is the consummate professional and pleasure to work with.
- _____ teams with others to improve communication and process.

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

- _____ is an excellent employee, I do not know of any areas that need improvement.
- He is a pleasure to work with and an asset to [CompanyName].
- Outstanding professionalism! Very responsible, always reliable, detail oriented.
- I know that _____ would want me to include suggestions on how he could be a better leader. I have really thought long and hard about this, and sincerely cannot think of what he could do differently to improve as a leader. Maybe allow Christmas decor before December?
- He engages other strong leaders empowering them to excel. He deals fairly in controversial situations striving for productive outcomes.
- I feel there are things we can do to enhance our work environment, and I wish he could see it as well.

Any final comments?

- _____ understands the nuances and complexities of managing a modern organization and is effective in articulating these complexities to staff with lucidity and grace.
- _____ is a great boss and director. _____ has been a great resource to me with my struggles as I grow professionally. _____ is respected greatly by myself and the staff I work with. He is patient to review difficult personnel issues, budget concerns and customer service problems when they arise.
- We are so lucky to have his a Manager. He is so attentive when anyone needs to talk to her, he is quick to respond to the needs of our unit or the individual.
- _____ is a wonderful person to work for.
- Great year of growth!
- I truly appreciate _____'s knowledge, his professionalism, and his reliability.