



Feedback Results  
Your CompanyName Here  
2025

Sample Employee

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Results Generated by HR-Survey

December 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.

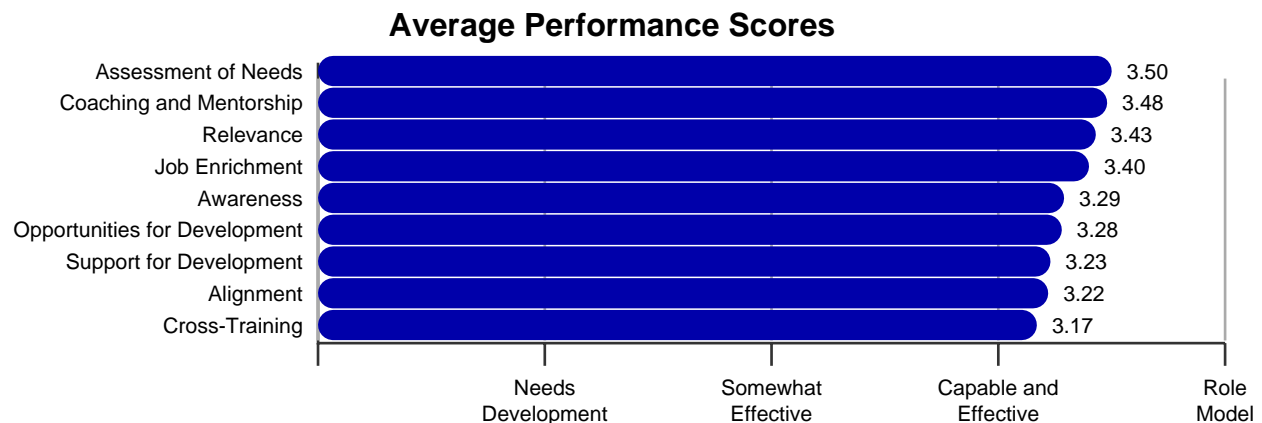
## What to Do with Your Feedback

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.



## Assessment of Needs

### 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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
1. Observes employees and how they are working to determine where training may be needed.	15	3.20	93.3	7%	67%		27%
2. Determines which employees need to be trained for the new procedures.	15	3.87	100.0	13%	87%		
3. Conducts an assessment to determine what skills and knowledge need to be acquired by the employees.	15	3.33	93.3	7%	53%		40%
4. Encourages employees to complete their self-assessment to help determine department training needs.	15	3.60	93.3	7%	27%	67%	

### 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. Observes employees and how they are working to determine where training may be needed.	3.29	3.20	-0.09 ▼
2. Determines which employees need to be trained for the new procedures.	3.65	3.87	+0.22 ▲
3. Conducts an assessment to determine what skills and knowledge need to be acquired by the employees.	3.18	3.33	+0.16 ▲
4. Encourages employees to complete their self-assessment to help determine department training needs.	3.41	3.60	+0.19 ▲

### Comments:

- She frequently misses meetings which sends a message that it's not important to her and sets her apart from the rest of the team, who are just as busy.
- She is confident in decision making, thoughtful in response to difficult questions and direct when the conversation requires.
- I am proud to say that \_\_\_ has greatly made so many improvements to our department, that were so desperately needed.
- I have great respect and appreciation for \_\_\_\_. Not only does she do her job well, she takes time to try and understand mine and what needs I may have to get my job done efficiently and effectively.
- She is truly dedicated to doing a good job, by helping us do a good job.
- As part of the strategic plan, the team is working towards creating an organized workflow for major projects that engages and empowers each member involved in it that encourages their input to provide the most effective end result for the organization.

## Opportunities for 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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
5. Gives employees the opportunities to learn and grow.	15	3.33	93.3	7%	53%	40%	
6. Provides opportunities for employees develop their career at Company.	15	3.20	93.3	7%	60%	33%	
7. Provides employees with access to continuous training opportunities	15	3.20	86.7	13%	53%	33%	
8. Makes sure employees understand what is expected of them and have the necessary skills and abilities.	15	3.40	93.3	7%	47%	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
5. Gives employees the opportunities to learn and grow.	3.24	3.33	+0.10 ▲
6. Provides opportunities for employees develop their career at Company.	3.24	3.20	-0.04 ▼
7. Provides employees with access to continuous training opportunities	3.41	3.20	-0.21 ▼
8. Makes sure employees understand what is expected of them and have the necessary skills and abilities.	3.24	3.40	+0.16 ▲

### Comments:

- \_\_\_ is highly respect as a leader in this organization. She demonstrates excellent communication and negotiation skills.
- Initiative, attitude, and willingness to pitch in.
- I think \_\_\_ is off to a very good start with the new division. She is engaging key players and helping form vision with her leadership team.
- \_\_\_ embraces the idea of being pro active in a situation, instead of reactive. She is very supportive of the organizations Core Competency transition.
- \_\_\_ is an outstanding leader in this organization. She has expert knowledge and demonstrates talents effective to organize a vision and strategic plan for the departments she leads.
- An all around great person who is knows smart, is not arrogant, willing to teach, and willing to give & receive honest feedback.

## Relevance

### 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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
9. Offers relevant training that meets our department's needs.	15	3.47	93.3	7%	40%	53%	
10. Ensures employees receive relevant training for the changes taking place in our industry.	15	3.47	93.3	7%	40%	53%	
11. Offers training that is relevant for the position.	15	3.53	100.0		47%	53%	
12. Offers relevant employee development leadership training programs for managers and directors.	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
9. Offers relevant training that meets our department's needs.	3.18	3.47	+0.29 ▲
10. Ensures employees receive relevant training for the changes taking place in our industry.	3.35	3.47	+0.11 ▲
11. Offers training that is relevant for the position.	3.47	3.53	+0.06 ▲
12. Offers relevant employee development leadership training programs for managers and directors.	3.47	3.27	-0.20 ▼

### Comments:

- She absorbs information like a sponge and it's impressive to see how she leads the rest of us forward.
- she understands where our opportunities for savings in the employee benefits plan may be.
- \_\_\_ has excellent communication skills.
- \_\_\_ empowers her team by soliciting input, encouraging involvement, and trusting her team to make the right decisions.
- \_\_\_'s knowledge, expertise, and workflow comprehension are some of the strengths most valued by teammates. Leadership changes over the last year, have not allowed opportunities to showcase her strengths and [CompanyName] has not capitalized on them.
- \_\_\_ uses her available resources including the technical specialist and supervisors to aid in decision making processes, to help support our laboratory and move it forward in process improvement.

## Support for 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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
13. Includes managers, employees, and union representatives in discussions about the development and implementation of employee development programs.	15	3.33	100.0		67%		33%
14. Encourages employees in the department to participate in training exercises.	15	3.13	86.7	13%	60%		27%
15. Ensures employees have the time and resources to participate in training.	15	3.07	80.0	20%	53%		27%
16. Encourages employees to seek professional development.	15	3.40	93.3	7%	47%		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
13. Includes managers, employees, and union representatives in discussions about the development and implementation of employee development programs.	3.35	3.33	-0.02 ▼
14. Encourages employees in the department to participate in training exercises.	3.18	3.13	-0.04 ▼
15. Ensures employees have the time and resources to participate in training.	3.00	3.07	+0.07 ▲
16. Encourages employees to seek professional development.	3.65	3.40	-0.25 ▼

### Comments:

- \_\_\_ gives me feedback good and indifferent.
- Very approachable. Listens to problems and always willing to assist in coming up with solutions.
- I have not seen a lot of shared decision making. What I have see 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 have witnessed her supporting and encouraging the strengths of her team while managing their weaknesses.
- Is very upbeat and quick to contribute to the team.
- The employee provides liaison between the organization and its volunteer groups far exceeding the requirements of her position.

## 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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
17. Is aware of the department's training needs.	15	3.27	93.3	7%	60%	33%	
18. Lets employees know what training is available.	14	3.00	92.9	7%	79%	14%	
19. Gives the union adequate notice regarding employee development initiatives.	15	3.47	100.0		53%	47%	
20. Is aware of employee training needs.	15	3.40	93.3	7%	47%	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
17. Is aware of the department's training needs.	3.47	3.27	-0.20 ▼
18. Lets employees know what training is available.	3.12	3.00	-0.12 ▼
19. Gives the union adequate notice regarding employee development initiatives.	3.59	3.47	-0.12 ▼
20. Is aware of employee training needs.	3.29	3.40	+0.11 ▲

### Comments:

- Improve communication delivery. Acknowledge what others are saying.
- \_\_\_ demonstrates daily her engagement in [CompanyName] and continuously strives to improve [CompanyName] and the services we provide.
- She could help teammates by becoming more proficient in some areas.
- \_\_\_ is a very good leader. Detail oriented and conscientious about her team. These are two skills that help lead a team and stay on task of the data that is so central to our business.
- I cannot say if she challenges others.
- Has a lot of IT knowledge, if he would hold more training and spread his knowledge wealth, it would, in my opinion make him an effective leader.

## Alignment

### 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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
21. Aligns training with the needs of our department.	15	3.53	100.0	47%	53%		
22. Aligns employee development goals with the organization's goals.	15	3.00	80.0	20%	60%	20%	
23. Ties employee development objectives directly to performance standards.	15	2.87	80.0	20%	73%	7%	
24. Aligns training offered by the department with the overall business goals.	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
21. Aligns training with the needs of our department.	3.35	3.53	+0.18 ▲
22. Aligns employee development goals with the organization's goals.	3.00	3.00	
23. Ties employee development objectives directly to performance standards.	2.88	2.87	-0.02 ▼
24. Aligns training offered by the department with the overall business goals.	3.00	3.47	+0.47 ▲

### Comments:

- Gets the job organized and in time. Makes sure all are on the same page and communicates very well.
- Her leadership skills make me jealous and consider her a mentor on how I would want to be in that position
- She looks for opportunities to expand the department and is a strong proponent for the best practices for customers.
- \_\_\_'s leadership style is one that should be mirrored in the organization as we develop a culture of servant leadership.
- \_\_\_ is a role model for development of professional relationships and respects the viewpoints of others demonstrated by her open communication style and ability to tactfully move through difficult communications.
- I feel \_\_\_ consistently meets/exceeds in all of the Leadership Effective areas listed above, and I feel she excels in the areas related to encouragement, identifying employees' strengths, and shared decision making.

## Coaching and Mentorship

### 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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
25. Mentors subordinates to help them develop professionally.	15	3.67	100.0	33%	67%		
26. Coaches employees in the department.	15	3.40	93.3	7%	47%	47%	
27. Is a mentor to others.	15	3.33	93.3	7%	53%	40%	
28. Offers employees short-term placement in similar departments to expand knowledge and experience.	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
25. Mentors subordinates to help them develop professionally.	3.76	3.67	-0.10 ▼
26. Coaches employees in the department.	3.53	3.40	-0.13 ▼
27. Is a mentor to others.	3.12	3.33	+0.22 ▲
28. Offers employees short-term placement in similar departments to expand knowledge and experience.	3.41	3.53	+0.12 ▲

### Comments:

- I have appreciated \_\_\_'s approach to simplify department tasks, goals, and initiatives.
- I feel she has really engaged with the staff and with the quality work staff performs. She has taken the time to learn more about this department, support, encourage, as well as challenge us to be better.
- She is in an often times impossible position and is doing well all things considered
- \_\_\_ is very sharp and plays a vital role in this organization
- Her communication style can also come across as very directive at times to peers and subordinates.
- She effectively communicates and her communications are always professional, maintain confidentiality, courteous and timely.

## Job Enrichment

### 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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
29. Shifts responsibility for planning and problem-solving to employees to build critical thinking skills.	15	3.67	100.0	33%	67%		
30. Re-designs job roles to include a wider variety of tasks after the recent re-organization, reducing monotony and increasing engagement.	15	3.33	100.0		67%		33%
31. Gives additional responsibilities and assignments to employees.	15	3.20	86.7	13%	53%		33%
32. Assigns more complex tasks to challenge employees and stimulate professional growth.	15	3.40	100.0		60%		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
29. Shifts responsibility for planning and problem-solving to employees to build critical thinking skills.	3.59	3.67	+0.08 ▲
30. Re-designs job roles to include a wider variety of tasks after the recent re-organization, reducing monotony and increasing engagement.	3.41	3.33	-0.08 ▼
31. Gives additional responsibilities and assignments to employees.	3.18	3.20	+0.02 ▲
32. Assigns more complex tasks to challenge employees and stimulate professional growth.	3.35	3.40	+0.05 ▲

### Comments:

- \_\_\_ is great...She provides valuable insight/opinion when asked and easily makes decisions.
- I believe she is a great asset to [CompanyName] and she has grown quickly in a short period of time.
- I have not had any issues with \_\_\_ since I have been working for her.
- She exhibits a very strong commitment to [CompanyName] in her interactions and as such is an important role model to me and others.
- I sit back and listen to \_\_\_'s approach and communication skills and love to glean things from her.
- We are lucky to have her here at [CompanyName].

## Cross-Training

### 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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
33. Adds new cross-training challenges to increase motivation and interest in working for the company.	15	3.20	86.7	13%	53%	33%	
34. Participates in cross-training initiatives.	15	3.27	93.3	7%	60%	33%	
35. Uses cross-training to prepare individuals for career advancement.	15	3.00	80.0	20%	60%	20%	
36. Offers cross-training to help meet the employee's long-term career goals.	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
33. Adds new cross-training challenges to increase motivation and interest in working for the company.	3.18	3.20	+0.02 ▲
34. Participates in cross-training initiatives.	2.88	3.27	+0.38 ▲
35. Uses cross-training to prepare individuals for career advancement.	3.18	3.00	-0.18 ▼
36. Offers cross-training to help meet the employee's long-term career goals.	3.18	3.20	+0.02 ▲

### Comments:

- \_\_\_ has been very helpful to me as a new manager this year.
- Team player who gets it. Not afraid of making tough decisions or having tough conversations. She can do it all.
- \_\_\_ has improved with her follow-up assignments from meetings.
- Even though she is part-time, I don't like the minimal face-to-face exposure.
- There are two items above that will be part of my goals for the coming year.
- Her skills, commitment, integrity and overall management style is something I have admired since I have worked here.

## 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?

- \_\_\_'s leadership at [CompanyName] has been outstanding. I have been very impressed with her since she came here and I admire her work.
- \_\_\_ has been an excellent addition to our department. Having a positive, supportive director has helped increase staff engagement.
- \_\_\_ clearly has a shared decision making system that has worked well in the old department. I feel like she is trying to use this system in the new department also and has met some challenges.
- I appreciate the reality of her open door policy. Thanks for letting her be a part of our department.
- \_\_\_ is always focused on the customer, shares this philosophy with her team and then empowers them to work together within the department as well as with other departments to ensure that the service to the customer exceed expectations.
- \_\_\_ is always working to include staff in a shared decision making processes.

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

- Even though she is part-time, I don't like the minimal face-to-face exposure.
- Charisma, In-depth knowledge, and an ability to train/mentor others.
- 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.
- \_\_\_ is willing to understand how a current process works before wanting to incorporate changes.
- She goes above and beyond with the amount of time she puts in and all the projects she is working on.
- Constantly working on improving the customer experience.

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

- Her quality of work is good.
- \_\_\_ is not always clear in communicating desired outcomes and expectation. She sometimes lacks the ability to clearly convey consistent specific goals leading to wasted energy and work that dead ends.
- \_\_\_ is very good at reading people which enables her to respond quickly and appropriately.
- She is truly dedicated to doing a good job, by helping us do a good job.
- \_\_\_ is an outstanding leader. She offers great communication and staff allows know what is expected of them.
- \_\_\_ is very responsive and provides great support service.

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

- Expectations of scheduling for associate manager's is not always clearly defined. As a result consistent leadership is not available to staff. Needs to hold managers accountable for getting projects completed in a timely manner. Better communication of expectations of the associate manager group as a hold would be beneficial.
- I look forward to working with her in her new role.
- Overall I think she does a great job and she is very approachable.
- Resources are managed carefully with input sought and considered before applying those resources.
- Judgement/Decision Making: I have in most areas, but really fell short in one area of staff safety this year. That will not happen again.
- \_\_\_ should consider continuing to expand her technical expertise and understanding of Epic beyond her comfort zone.

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

- \_\_\_ is very approachable for all departmental staff. She maintains a professional yet personable attitude at all times.
- \_\_\_ stays focused on ways we can partner with departments throughout the organization to support our customers, service lines, and staff. Recently, \_\_\_ re-evaluated the positions in our office to realign the job duties with team members' strengths, as well as priorities for the office.
- \_\_\_ relies on her direct reports to solicit input and involve front line staff in everyday work.
- \_\_\_ always has the customer at the center of focus.
- \_\_\_ is a good leader because she gives examples through her own behavior.
- \_\_\_ does an excellent job of focusing on customer service and going above and beyond to help her internal customers, which I hope provides her with some feeling of success. While it is true that not everything can be important if everything IS important, \_\_\_ somehow manages to give me the attention I need, when I need it, as though my priorities are hers. I know this not humanly possible given the volume of priorities in all areas of [CompanyName] but she is so effective in her role that she is able to create that atmosphere and instill confidence in the managers. \_\_\_ has a solid reputation for being a direct communicator and her opinion is respected in our group.

### Any final comments?

- \_\_\_ does a good job of mentoring and developing her team and capitalizing on the talent of each individual.
- 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.
- \_\_\_ is an excellent manager, our dept.is a good place to work with her as a boss
- Communication to staff has greatly improved.
- \_\_\_ has been particularly helpful to me as I transition into my new role. She provides direct, professional communication and is able to engage multiple personalities and people with differing opinions together to create cohesiveness
- \_\_\_ is a great team player for our organization as a whole and for the Department itself.