



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.

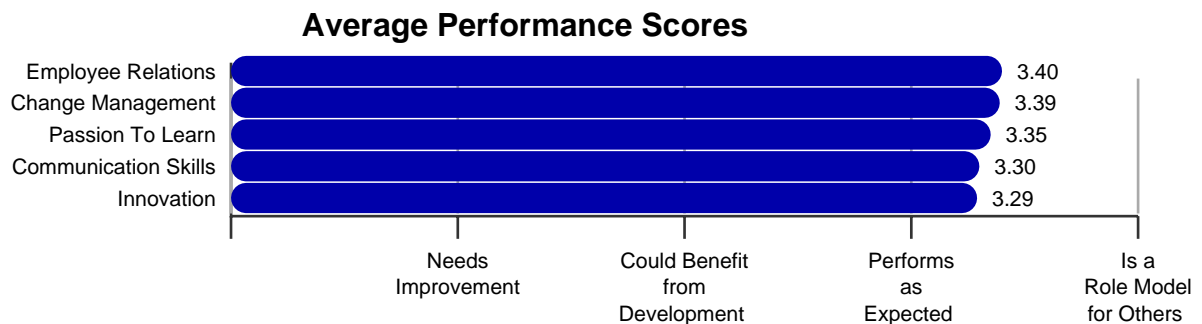
What to Do with Your Feedback

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

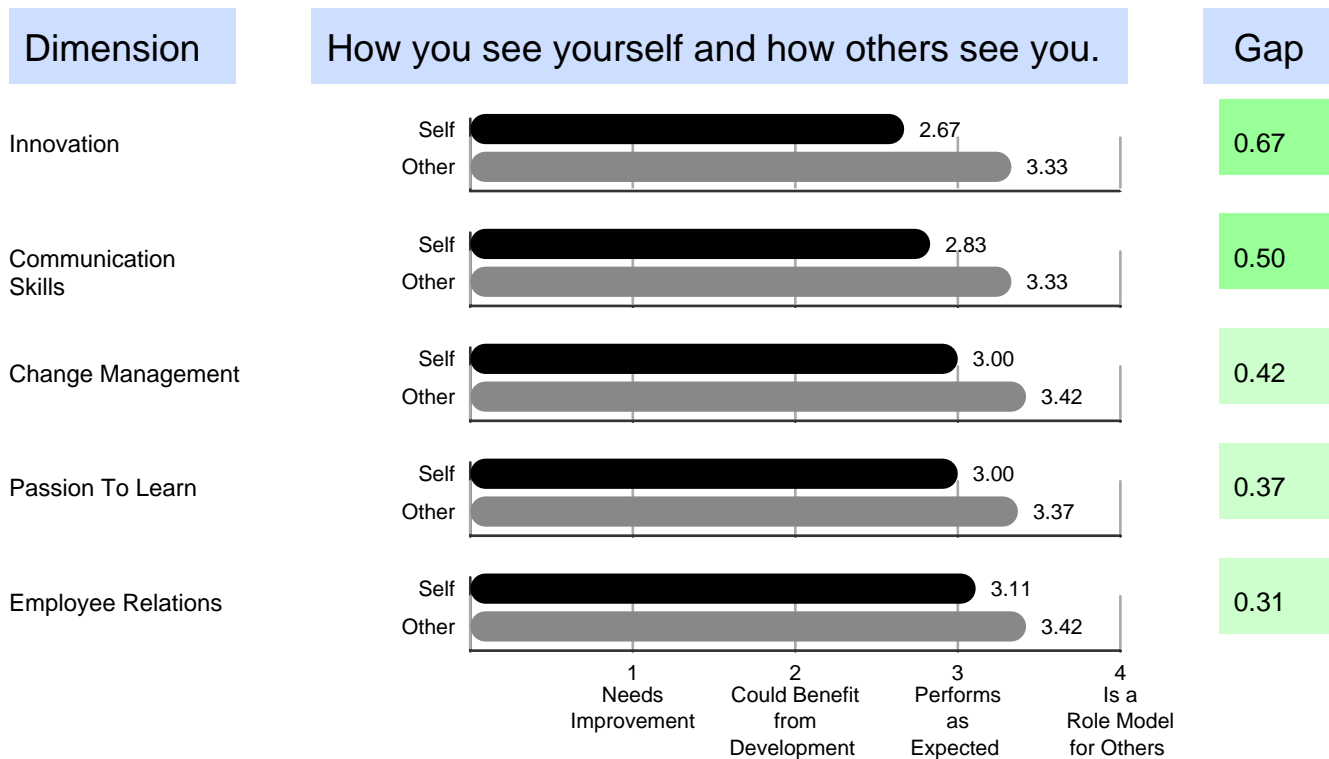
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 5 major dimensions of leadership.

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.



Employee Relations

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. Proactively seeks employee feedback on the effectiveness of company leadership and explores opportunities for leadership to enhance support.	15	3.20	93.3	7%	67%		27%
2. Maintains fair and equitable treatment in all aspects of employee relations.	15	3.87	100.0	13%	87%		
3. Is committed to treating employees fairly.	15	3.33	93.3	7%	53%		40%
4. Participates in collective bargaining with labor unions.	15	3.60	93.3	7%	27%	67%	
5. Supports ergonomic and wellness initiatives that align with OSHA standards.	15	3.33	93.3	7%	53%		40%
6. Works with employees to obtain win-win resolutions.	15	3.20	93.3	7%	60%		33%
7. Invites employees to co-create solutions and take ownership of implementation plans.	15	3.20	86.7	13%	53%		33%
8. Gives employees due process in the event disciplinary actions are taken.	15	3.40	93.3	7%	47%		47%
9. Encourages employees to participate in the decision-making process.	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. Proactively seeks employee feedback on the effectiveness of company leadership and explores opportunities for leadership to enhance support.	3.29	3.20	-0.09 ▼
2. Maintains fair and equitable treatment in all aspects of employee relations.	3.65	3.87	+0.22 ▲
3. Is committed to treating employees fairly.	3.18	3.33	+0.16 ▲
4. Participates in collective bargaining with labor unions.	3.41	3.60	+0.19 ▲
5. Supports ergonomic and wellness initiatives that align with OSHA standards.	3.24	3.33	+0.10 ▲
6. Works with employees to obtain win-win resolutions.	3.24	3.20	-0.04 ▼
7. Invites employees to co-create solutions and take ownership of implementation plans.	3.41	3.20	-0.21 ▼
8. Gives employees due process in the event disciplinary actions are taken.	3.24	3.40	+0.16 ▲
9. Encourages employees to participate in the decision-making process.	3.18	3.47	+0.29 ▲

Comments:

- ___ has a Competency mindset. She is always looking for how we as an organization and specifically her department can improve.
-

Would like better response by communicating where concerns are versus trying to figure out if they are going to get done.

- ___ did a great job with the new employee program development and she should be proud of her accomplishments.
- It's been great working with her.
- 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 has worked closely with me relating to some personnel issues this last year and has provided a lot of support to me.

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
10. Prepares and delivers presentations.	15	3.47	93.3	7%	40%	53%	
11. Is approachable and accessible when needed.	15	3.53	100.0		47%	53%	
12. Effectively engages with everyone from the CEO to external partners.	15	3.27	100.0		73%		27%
13. Responds in a timely manner, respecting deadlines and others' schedules.	15	3.33	100.0		67%		33%
14. Implements performance appraisals focused on employee development using SMART criteria	15	3.13	86.7	13%	60%		27%
15. Frequently communicates with the team.	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. Prepares and delivers presentations.	3.35	3.47	+0.11 ▲
11. Is approachable and accessible when needed.	3.47	3.53	+0.06 ▲
12. Effectively engages with everyone from the CEO to external partners.	3.47	3.27	-0.20 ▼
13. Responds in a timely manner, respecting deadlines and others' schedules.	3.35	3.33	-0.02 ▼
14. Implements performance appraisals focused on employee development using SMART criteria	3.18	3.13	-0.04 ▼
15. Frequently communicates with the team.	3.00	3.07	+0.07 ▲

Comments:

- ___ seems to excel in her perspective of the organization as a whole, and how her departments contribute and support the organization, as well as how the organization lends support to us.
- ___ is an excellent listener. She is HIGHLY respected by her staff, and other leaders around the organization. I honestly have a very hard time trying to think of an area for improvement.
- Brings an exorbitant amount of positive energy to the team. It's very inspiring.
- 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.
- she has patience.
- We actively look for opportunities to serve and ways to improve our service. Communication and engagement are key elements of our strategy.

Passion To Learn

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. Demonstrates through personal behavior the commitment to high standards of performance.	15	3.40	93.3	7%	47%	47%	
17. Stays up-to-date on emerging technologies.	15	3.27	93.3	7%	60%	33%	
18. Embraces new technology and procedures.	14	3.00	92.9	7%	79%	14%	
19. Is open minded and curious about learning new skills.	15	3.47	100.0		53%	47%	
20. Constantly enhances product knowledge through experimentation and play.	15	3.40	93.3	7%	47%	47%	
21. Takes initiative for own learning and development.	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. Demonstrates through personal behavior the commitment to high standards of performance.	3.65	3.40	-0.25 ▼
17. Stays up-to-date on emerging technologies.	3.47	3.27	-0.20 ▼
18. Embraces new technology and procedures.	3.12	3.00	-0.12 ▼
19. Is open minded and curious about learning new skills.	3.59	3.47	-0.12 ▼
20. Constantly enhances product knowledge through experimentation and play.	3.29	3.40	+0.11 ▲
21. Takes initiative for own learning and development.	3.35	3.53	+0.18 ▲

Comments:

- ___ has been eager to learn her new position and is transitioning well.
- Very much appreciate ___'s integrity as well as her commitment to fostering a professional and evidence-based practice environment.
- She does not ask for anything from her team that she is not willing to do, or has done himeself.
- She is always willing to learn, but could benefit from a plan on how to achieve it - filling knowledge gaps, more hands on learning, etc.
- 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.
- I am impressed with her commitment to task and job knowledge.

Innovation

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. Creates a framework to support innovation.	15	3.00	80.0	20%	60%		20%
23. Champions changes within the organization.	15	2.87	80.0	20%	73%		7%
24. Discovers alternative methods for production.	15	3.47	100.0		53%		47%
25. Generates alternative solutions to problems and challenges.	15	3.67	100.0		33%		67%
26. Champion disruptive innovations to open new market opportunities and redefine industry standards.	15	3.40	93.3	7%	47%		47%
27. Focuses innovation on the core products or services offered.	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. Creates a framework to support innovation.	3.00	3.00	
23. Champions changes within the organization.	2.88	2.87	-0.02 ▼
24. Discovers alternative methods for production.	3.00	3.47	+0.47 ▲
25. Generates alternative solutions to problems and challenges.	3.76	3.67	-0.10 ▼
26. Champion disruptive innovations to open new market opportunities and redefine industry standards.	3.53	3.40	-0.13 ▼
27. Focuses innovation on the core products or services offered.	3.12	3.33	+0.22 ▲

Comments:

- Has the experience needed.
- Uses her people skills to change negative situations into positive.
- ___ is great about approaching and including staff input with decision making within the department.
- She is also very enthusiastic and energetic.
- The same communication struggles translate into sometimes not clearly defining outcomes and expectations.
- ___ has fallen into a routine between the two offices and is making a much more routine appearance at the North office. This has helped out a lot too with continued improvement on communication! ___ has been a great addition to our team!

Change 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
28. Demonstrates agility in leadership by responding to changing situations.	15	3.53	100.0	47%	53%		
29. Helps employees overcome opposition to change.	15	3.67	100.0	33%	67%		
30. Ensures that changes are being implemented correctly.	15	3.33	100.0	67%	33%		
31. Empowers employees with decision-making responsibilities to allow them to take ownership of certain aspects of the change.	15	3.20	86.7	13%	53%	33%	
32. Generates commitment to the changes through a compelling vision for the future.	15	3.40	100.0	60%	40%		
33. Works cooperatively with others to implement changes.	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. Demonstrates agility in leadership by responding to changing situations.	3.41	3.53	+0.12 ▲
29. Helps employees overcome opposition to change.	3.59	3.67	+0.08 ▲
30. Ensures that changes are being implemented correctly.	3.41	3.33	-0.08 ▼
31. Empowers employees with decision-making responsibilities to allow them to take ownership of certain aspects of the change.	3.18	3.20	+0.02 ▲
32. Generates commitment to the changes through a compelling vision for the future.	3.35	3.40	+0.05 ▲
33. Works cooperatively with others to implement changes.	3.18	3.20	+0.02 ▲

Comments:

- ___ has been very effective with writing up the standards for operating within the department, using both perspectives from staff and a recent hire in order to make the standards very clear. I appreciate the way she approaches a problem, using Competency methods and training to provide examples for the rest of us. I really appreciate ___ !
- ___ communicates well and frequently with staff both face to face as well as daily and weekly e-mails.
- Her professionalism is beyond reproach and she is fair and just.
- ___ has been a strong leader at [CompanyName] for many years, and she will be missed.
- Sometimes work is pushed forward when she doesn't understand underlying issues and work needed.
- I have never known ___ to not hire for talent.

Comments

Those who gave you feedback had the opportunity to provide additional written comments about perceived strengths and possible development areas. This section provides a consolidated list of these comments.

What would help make you a more effective leader?

- She keeps focused on things that are important for her department to run smoothly.
- ___ has worked very hard with the department in a very professional manner. She is an excellent advocate for the staff in the department.
- She looks for ways to improve processes, involves her team in the process improvements, and shares with others what her team has accomplished.
- She knows her subject matter!
- I admire ___ for her vision and ability to think outside the box to better meet our organization's needs.
- ___ is especially consistent in communicating in a clear and understandable way. I know what is expected of me and am given the tools to succeed and excel.

What do you like best about working with this individual?

- I garner ideas from her regularly and look to her as a mentor.
- ___ is a very effective leader and a role model for other leaders.
- She has the ability to look at the system as a whole and make solid long range decisions.
- She engages other strong leaders empowering them to excel. She deals fairly in controversial situations striving for productive outcomes.
- ___ has great insights regarding individuals and relationships, as well as good ideas about processes.
- She has done a very good job of engaging the team in the common goal of achieving high quality outcomes.

What do you like least about working with this individual?

- She has established credibility and trust with all the directors and managers.
- 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.
- I enjoyed working with ___ on the project and thought that the Rx team involves were strong partners.
- ___ leads by example in each of the areas noted above.
- Don't be afraid to ask questions when stuck on a task.
- She is detailed when presenting a plan.

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

- ___ 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.
- ___ has a Competency mindset. She is always looking for how we as an organization and specifically her department can improve.
- She is always personally engaged, and seeks to engage others in raising service delivery to our customers, visitors, and to other employees.
- she is open and willing to share her vision for the team.
- I feel she has my back and empowers me to make decisions in her absence ensuring she will have my back.
- She works very hard to keep the department running smoothly and I appreciate all that she does for [CompanyName].

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

- ___ is excellent in involving us in policy and procedure decisions. She is also very good at working with other departments to clarify procedures and expectations.
- She involves our team and holds us accountable out of respect.
- I find her to be a stellar asset to our team at [CompanyName].
- ___ is an amazing manager. She genuinely cares about her staff.
- Charts progress and makes timely interventions to ensure desired outcomes are achieved.
- ___ is a very clear communicator. She approaches challenges in a collaborative format and is very open to looking at different approaches to achieve common goals. She engages her team in decisions and also encourages cross departmental communication.

Any final comments?

- She is a strong leader complemented with sound judgement
- I know she is busy, but the information requests or answers to emailed questions can slow things down. Communicate more directly and more often.
- She promotes teamwork and has put forth a lot of effort in getting managers, providers, and employees engaged.
- She communicates with the people involved to resolve the issue. She shows effort to understand each employee's workflow by asking questions. She shares her calendar to us (her subordinates) and tell us that we can talk to her if we have questions or issues to talk about.
- ___ has extremely strong communication skills and is able to work in a wide variety of settings.
- ___ excels in defining outcomes and expectations. She isn't afraid to make difficult decisions and is passionate about placing the right candidate with the right job. She is very effective in her communication. The thing I most appreciate about ___ is her enthusiasm about work, her dedication to teach others, and her passion to improve processes.