



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.

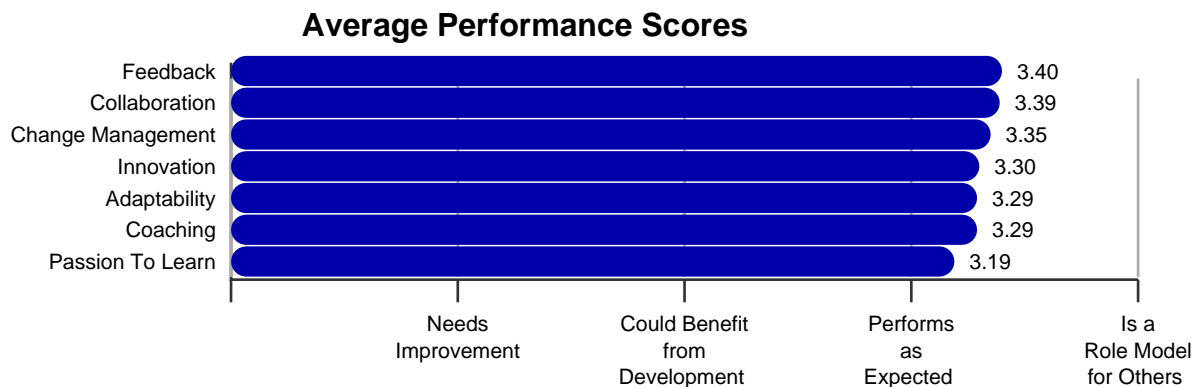
## What to Do with Your Feedback

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

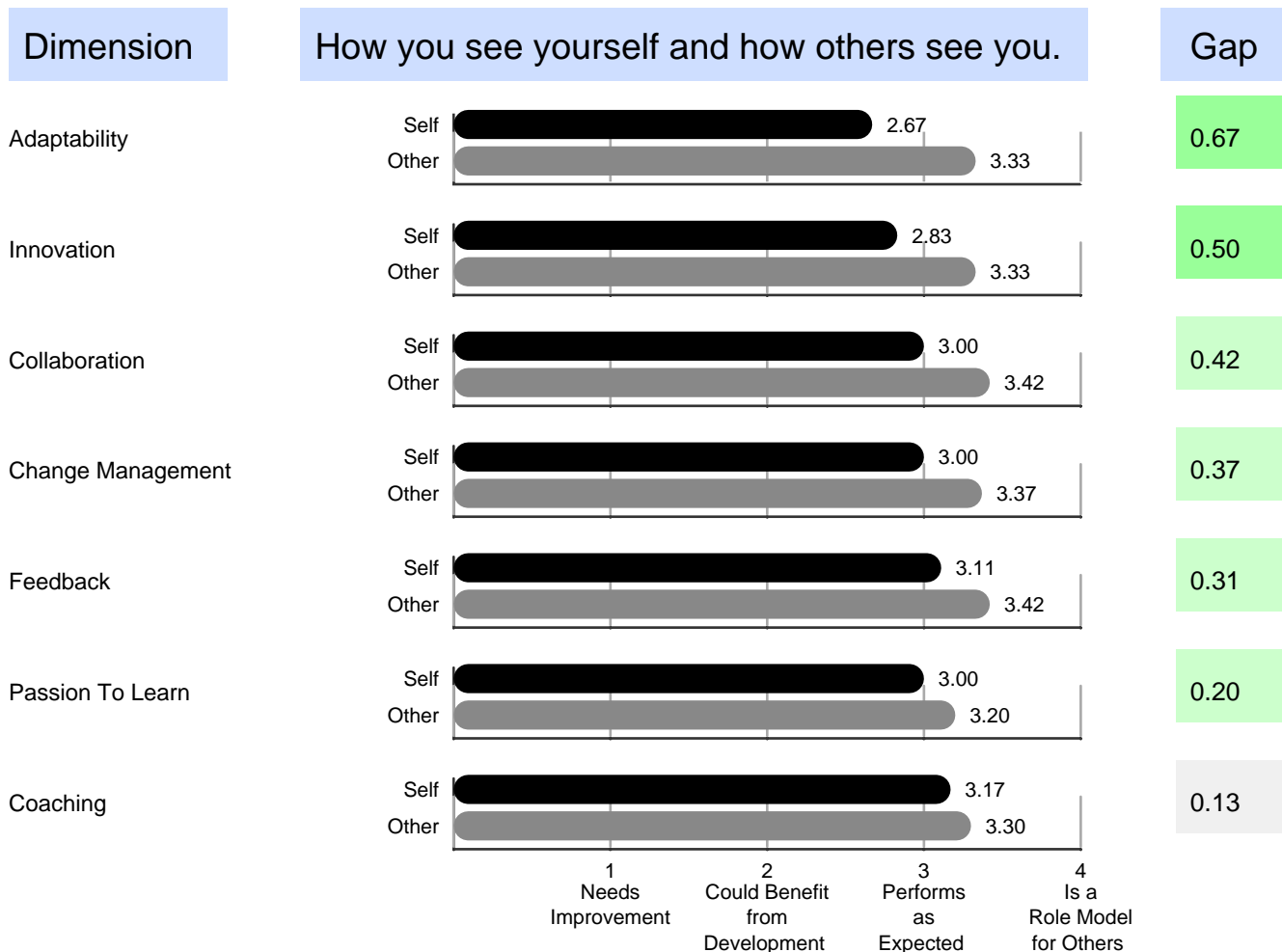
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 7 major dimensions of leadership.

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.



## Feedback

### 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. Gathers input from team members, senior leaders, and external stakeholders to obtain varied perspectives and insights that guide decision-making and strategy.	15	3.20	93.3	7%	67%		27%
2. Welcomes feedback as a catalyst for self-reflection and development.	15	3.87	100.0	13%	87%		
3. Avoids generalizations by tailoring feedback to the individual's role, level, and goals.	15	3.33	93.3	7%	53%		40%
4. Welcomes feedback from others about strengths and areas for improvement.	15	3.60	93.3	7%	27%	67%	
5. Applies practical strategies to resolve issues identified through feedback.	15	3.33	93.3	7%	53%		40%
6. Fosters a culture of dialogue and performance insights at all levels which is essential for effective feedback in crucial interactions between employees and their managers.	15	3.20	93.3	7%	60%		33%
7. Provides the necessary tools, training, and support to ensure that feedback is constructive, timely, and actionable.	15	3.20	86.7	13%	53%		33%
8. Addresses specific issues and provides constructive advice, feedback, and helps individuals improve their performance.	15	3.40	93.3	7%	47%		47%
9. Asks clarifying questions to ensure full understanding before responding.	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. Gathers input from team members, senior leaders, and external stakeholders to obtain varied perspectives and insights that guide decision-making and strategy.	3.29	3.20	-0.09 ▼
2. Welcomes feedback as a catalyst for self-reflection and development.	3.65	3.87	+0.22 ▲
3. Avoids generalizations by tailoring feedback to the individual's role, level, and goals.	3.18	3.33	+0.16 ▲
4. Welcomes feedback from others about strengths and areas for improvement.	3.41	3.60	+0.19 ▲
5. Applies practical strategies to resolve issues identified through feedback.	3.24	3.33	+0.10 ▲
6. Fosters a culture of dialogue and performance insights at all levels which is essential for effective feedback in crucial interactions between employees and their managers.	3.24	3.20	-0.04 ▼
7. Provides the necessary tools, training, and support to ensure that feedback is constructive, timely, and actionable.	3.41	3.20	-0.21 ▼
8. Addresses specific issues and provides constructive advice, feedback, and helps individuals improve their performance.	3.24	3.40	+0.16 ▲

<b>Item</b>	<b>2024</b>	<b>2025</b>	<b>Change</b>
9. Asks clarifying questions to ensure full understanding before responding.	3.18	3.47	+0.29 ▲

**Comments:**

- She cares deeply about the engagement of her staff and has concern for those in need.
- I appreciate \_\_\_'s direct style, however, it can be too abrupt sometimes, causing staff to be afraid to speak up.
- \_\_\_ is great to work with. I really feel like I am a valued member of her team. She values what I have to say and really listens.
- I feel confident as if she treats us all as equals.
- She is fair but firm, she sees the good/bad in people and knows how to handle situations appropriately.
- \_\_\_ meets and exceeds all of these leadership roles.

## 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
10. Focuses the team on important innovations.	15	3.47	93.3	7%	40%	53%	
11. Not afraid to think outside the box when dealing with issues.	15	3.53	100.0		47%	53%	
12. Looks for ways that the company can make profit that are different from how competitors operate.	15	3.27	100.0		73%	27%	
13. Empowers employees to create innovative solutions to problems.	15	3.33	100.0		67%	33%	
14. Investigates all types of innovations.	15	3.13	86.7	13%	60%	27%	
15. Guarantees that team members are equipped with the technical expertise needed to excel in innovative projects.	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. Focuses the team on important innovations.	3.35	3.47	+0.11 ▲
11. Not afraid to think outside the box when dealing with issues.	3.47	3.53	+0.06 ▲
12. Looks for ways that the company can make profit that are different from how competitors operate.	3.47	3.27	-0.20 ▼
13. Empowers employees to create innovative solutions to problems.	3.35	3.33	-0.02 ▼
14. Investigates all types of innovations.	3.18	3.13	-0.04 ▼
15. Guarantees that team members are equipped with the technical expertise needed to excel in innovative projects.	3.00	3.07	+0.07 ▲

### Comments:

- Timeliness and accountability of projects.
- She has a keen ability to help staff look at situations from a different perspective to ensure staff are making informed decisions.
- \_\_\_ has done a great job in most of the areas above. She has really moved our services team forward in a very positive way.
- Provides team members with frequent informal feedback.
- She has helped make me a better manager through her actions and follow through.
- She is sensitive to her employees needs and is creative in accommodating their needs.

## 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
16. Incentivizes changes to have a greater impact.	15	3.40	93.3	7%	47%	47%	
17. Encourages managers to embrace the changes.	15	3.27	93.3	7%	60%		33%
18. Implements planned structural and organizational changes to maintain a positive direction for the company/department.	14	3.00	92.9	7%	79%		14%
19. Inspires others to adopt the necessary changes.	15	3.47	100.0		53%		47%
20. Recognizes employees who facilitate the organization making progress on the necessary changes.	15	3.40	93.3	7%	47%		47%
21. Addresses personnel issues that may impede progress on implementing changes.	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. Incentivizes changes to have a greater impact.	3.65	3.40	-0.25 ▼
17. Encourages managers to embrace the changes.	3.47	3.27	-0.20 ▼
18. Implements planned structural and organizational changes to maintain a positive direction for the company/department.	3.12	3.00	-0.12 ▼
19. Inspires others to adopt the necessary changes.	3.59	3.47	-0.12 ▼
20. Recognizes employees who facilitate the organization making progress on the necessary changes.	3.29	3.40	+0.11 ▲
21. Addresses personnel issues that may impede progress on implementing changes.	3.35	3.53	+0.18 ▲

### Comments:

- She collaborates with all departments and operates under shared governance.
- \_\_\_ is a very clear communicator is always prepared for meetings and projects. She works with other team members throughout the organization to reach goals whether it is her department or someone else's department, she is willing to help in any capacity she can to help reach goals.
- Don't know where we would be without her.
- I appreciate the reality of her open door policy. Thanks for letting her be a part of our department.
- \_\_\_ routinely reminds you, as an employee, how important our role is, which supports our participation and sharing ideas for improvement.
- \_\_\_ is a great leader. She has excellent communication skills and has a wonderful leadership style.

## Adaptability

### 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. Successfully handles the implementation of the reorganization.	15	3.00	80.0	20%	60%		20%
23. Handles unexpected events without a loss of productivity.	15	2.87	80.0	20%	73%		7%
24. Promotes a culture of adaptability and flexibility.	15	3.47	100.0		53%		47%
25. Adapts procedures to meet production goals.	15	3.67	100.0		33%		67%
26. Learns new ways to perform tasks; adopts new skill sets as required.	15	3.40	93.3	7%	47%		47%
27. Adjusts communication style to meet the needs of the audience.	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. Successfully handles the implementation of the reorganization.	3.00	3.00	
23. Handles unexpected events without a loss of productivity.	2.88	2.87	-0.02 ▼
24. Promotes a culture of adaptability and flexibility.	3.00	3.47	+0.47 ▲
25. Adapts procedures to meet production goals.	3.76	3.67	-0.10 ▼
26. Learns new ways to perform tasks; adopts new skill sets as required.	3.53	3.40	-0.13 ▼
27. Adjusts communication style to meet the needs of the audience.	3.12	3.33	+0.22 ▲

#### Comments:

- She translated the creative thinking into real change and solution that advanced our department.
- Set clear expectations for others.
- She is a very diligent hard worker.
- \_\_\_ encourages us as directors to go out with one voice and keeps us accountable.
- She has a high level of integrity and expects the same from those around her regardless of one's education level.
- Help subordinates grow by challenging them to solve a problems instead of providing the answers.

## Collaboration

### Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Could Benefit from Development	Performs as Expected	Is a Role Model for Others
28. Builds an environment of trust and respect to encourage risk-taking, innovation, and sharing of ideas.	15	3.53	100.0	47%	53%		
29. Creates an environment where team members feel safe to express their ideas and concerns without fear of judgment.	15	3.67	100.0	33%	67%		
30. Facilitates resolving differences to strengthen team unity.	15	3.33	100.0		67%	33%	
31. Fosters a collaborative work environment where mutual inspiration leads to innovative problem-solving.	15	3.20	86.7	13%	53%	33%	
32. Involves others in reaching a consensus during group activities.	15	3.40	100.0		60%	40%	
33. Is a trustworthy and credible partner.	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. Builds an environment of trust and respect to encourage risk-taking, innovation, and sharing of ideas.	3.41	3.53	+0.12 ▲
29. Creates an environment where team members feel safe to express their ideas and concerns without fear of judgment.	3.59	3.67	+0.08 ▲
30. Facilitates resolving differences to strengthen team unity.	3.41	3.33	-0.08 ▼
31. Fosters a collaborative work environment where mutual inspiration leads to innovative problem-solving.	3.18	3.20	+0.02 ▲
32. Involves others in reaching a consensus during group activities.	3.35	3.40	+0.05 ▲
33. Is a trustworthy and credible partner.	3.18	3.20	+0.02 ▲

### Comments:

- \_\_\_ is an outstanding leader. She has the experience and knowledge to build a business from the ground up. This is a complex endeavor in the organization setting that draws on many strengths as well as being able to approach it from a systems perspective.
- Is sincerely a role model for everything one would look for in a role model as a team member.
- \_\_\_ does not beat around the bush nor does she have hidden agendas.
- Great to have you on the team!
- \_\_\_ is a strong advocate for both the customer and staff.
- Seeing a lot of improvement in leadership effectiveness. I get the sense that she is getting more from her VP so she has what she needs to do her job well.

## 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
34. Stays up-to-date on emerging technologies.	15	3.27	93.3	7%	60%	33%	
35. Is open minded and curious about learning new skills.	15	3.00	80.0	20%	60%	20%	
36. Inspires others to learn new things.	15	3.20	93.3	7%	67%	27%	
37. Will participate in training classes even if offered outside of normal working hours.	15	3.27	93.3	7%	60%	33%	
38. Is open to feedback from others.	15	3.27	86.7	13%	47%	40%	
39. Recognizes own areas for development and consciously seeks assignments that will provide practice in areas of developmental need.	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. Stays up-to-date on emerging technologies.	2.88	3.27	+0.38 ▲
35. Is open minded and curious about learning new skills.	3.18	3.00	-0.18 ▼
36. Inspires others to learn new things.	3.18	3.20	+0.02 ▲
37. Will participate in training classes even if offered outside of normal working hours.	3.35	3.27	-0.09 ▼
38. Is open to feedback from others.	3.24	3.27	+0.03 ▲
39. Recognizes own areas for development and consciously seeks assignments that will provide practice in areas of developmental need.	3.59	3.13	-0.45 ▼

### Comments:

- Her skills, commitment, integrity and overall management style is something I have admired since I have worked here.
- She is, quite simply, the best boss I've ever had.
- \_\_\_ is a wonderful partner to work with. She has been consistently responsive to issues or requests from my team. She is a great problem solver and does a fabulous job of assisting my teams when they are working through a problem.
- \_\_\_ is very good at recognizing the strengths of her staff and allowing each to do his/her assigned duties without trying to micromanage. I think this leads to the staff feeling that \_\_\_ respects their abilities and contributions to the department.
- \_\_\_ is always thinking about the customer/staff first. She is amazing in her ability to serve her teams and I think that the organization is well represented by her.
- \_\_\_ is an impressive performer.

## Coaching

### 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. Helps employees to understand the responsibilities and expectations of their job.	15	3.40	93.3	7%	47%	47%	
41. Considers the ideas and suggestions from coaches.	15	3.33	93.3	7%	53%	40%	
42. Helps employees to maintain high personal standards.	15	3.33	93.3	7%	53%	40%	
43. Empowers employees to take ownership of their growth and decisions.	15	3.13	86.7	13%	60%	27%	
44. Creates a supportive environment where employees feel confident exploring new ideas and tackling challenges.	15	3.00	86.7	13%	73%	13%	
45. Coaches employees on a daily basis.	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. Helps employees to understand the responsibilities and expectations of their job.	3.29	3.40	+0.11 ▲
41. Considers the ideas and suggestions from coaches.	3.29	3.33	+0.04 ▲
42. Helps employees to maintain high personal standards.	3.41	3.33	-0.08 ▼
43. Empowers employees to take ownership of their growth and decisions.	3.35	3.13	-0.22 ▼
44. Creates a supportive environment where employees feel confident exploring new ideas and tackling challenges.	3.18	3.00	-0.18 ▼
45. Coaches employees on a daily basis.	3.35	3.53	+0.18 ▲

### Comments:

- Is empathetic, understanding, and dependable.
- I know that \_\_\_ would want me to include suggestions on how she could be a better leader. I have really thought long and hard about this, and sincerely cannot think of what she could do differently to improve as a leader. Maybe allow Christmas decor before December?
- She is open to feedback and actively tries to improve.
- \_\_\_ is an excellent Director.
- She is fair, focused and on top of things. She wears many hats at [CompanyName] and I admire the way she can 'know' what's happening in all areas.
- \_\_\_ would be my choice for permanent manager of the department.

## 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 that \_\_\_ promotes within, asks staff if they are interested in an opportunity within the department. I feel that this motivates, engages and encourages staff.
- She makes it very clear what the expectations are and the goals stay consistent. If there is a change in focus, the reason for the change in focus or priority is clearly explained and is not done on a whim. Changes are thought out and logical.
- Stay focused more on the agenda for meetings.
- \_\_\_ is highly respect as a leader in this organization. She demonstrates excellent communication and negotiation skills.
- \_\_\_ is a great partner in Systems Implementation.
- \_\_\_ provides the appropriate amount of direction without being too hands-off or overbearing.

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

- Is a natural leader with her personality. I believe more experience would make her a more effective leader.
- Strength is in embracing diversity by being open to opposing perspectives or viewpoints. Sometimes this leads to weak communication of expectations to entire team as some understand while others do not the issues or developments that are occurring.
- Her communication techniques are clear and to the point which is very much appreciated.
- What I like is her standard line what resources do you need from me to make this work?
- \_\_\_ 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.
- \_\_\_ has an open door policy, when in the office, and encourages staff to set up appointments with her when she has many meetings throughout her week.

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

- You can count on \_\_\_ to be honest and stay true to commitments.
- 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.
- I look to her for guidance and support. It seems her responsibilities and work load are not at a managerial level but Director. If she had the additional support of experienced employees this would help lighten her load.
- Set clear expectations for others.
- \_\_\_ is an experienced, skilled leader. She maintains focus on goals and core values in the most challenging situations. Her extensive experience in operations has been a huge asset for the department. She has been a wonderful teacher for members of the team who lack management experience.
- \_\_\_ is extremely supportive of her staff with their assigned directors/managers. Several times during the budget process, questions arose from the director where they questioned how something had been budgeted or the process. She supported me by making time to go to the meetings with myself and the director. I greatly appreciated this.

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

- I appreciate \_\_\_'s reputation in the community and her advocacy for the programs and initiatives implemented here at [CompanyName].
- \_\_\_ is a very thoughtful, process-oriented leader and thinks through the best way to get desired outcomes. She introduced Basecamp to the team facilitating better project management systems within the department.
- When there is not a good fit and outcomes are bad, needs to take action! When this does not happen other employees loose faith.
- Improve on providing feedback.
- She is always only a phone call away and makes an effort to help the worker bee on a daily basis.
- She cares deeply for what she does and it shows.

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

- \_\_\_ maintains a high level of integrity in all her interactions, and inspires the same in all her paid and volunteer staff.
- The advice and direction I receive from \_\_\_ is often on point and helps to provide positive outcomes. Over the last year as I have grown \_\_\_ has allowed that growth...I have never been left without support but I have been given the trust to operate independently, all the while understanding that I can, will and have been held accountable.
- She challenges the executive leadership group to play an active part in implementing and evaluating improvements.
- Take charge without being pushed to do so.
- I have observed \_\_\_ work with her staff and team on improvement activities. She has assigned" lead people to work on projects given their strengths. \_\_\_ does take action when there are employees who do not fit with the organization mission and values.
- \_\_\_ has excellent communication skills with both staff and her management team.

### Any final comments?

- She gives you confidence knowing she always has your back.
- \_\_\_ 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.
- \_\_\_ is an excellent leader, and has a great ability to encourage employees to be the best they can be.
- \_\_\_ is willing to understand how a current process works before wanting to incorporate changes.
- She is a team player and willing to help other departments and staff when needed.
- \_\_\_ is not always open to new ideas or troubleshooting issue and workflows. She does end up willing to review situations, it just sometimes takes some time.