



Feedback Results  
Your CompanyName Here  
2026

Sample Employee

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Results Generated by HR-Survey

April 2026

# 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.

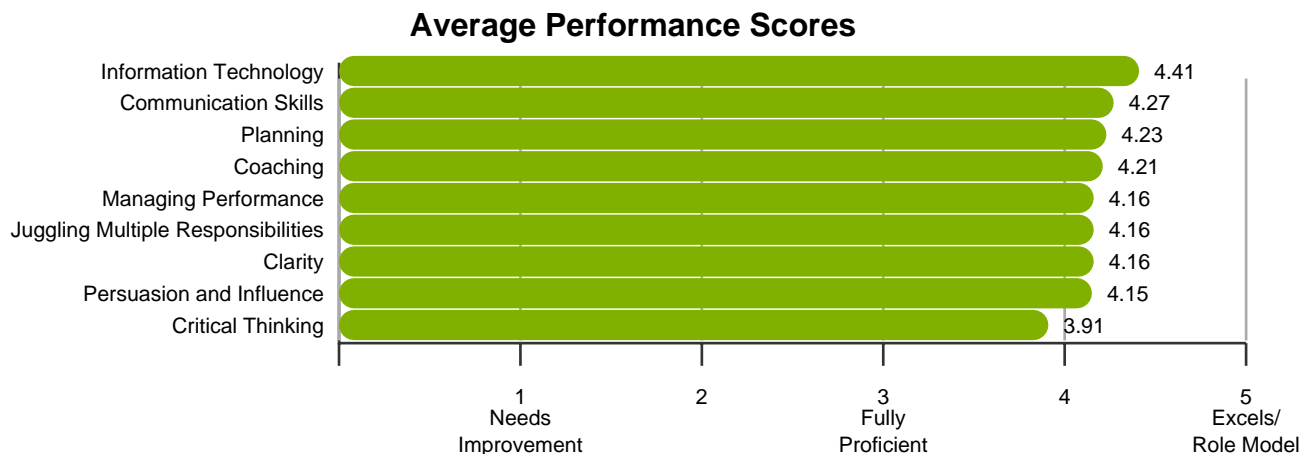
## What to Do with Your Feedback

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

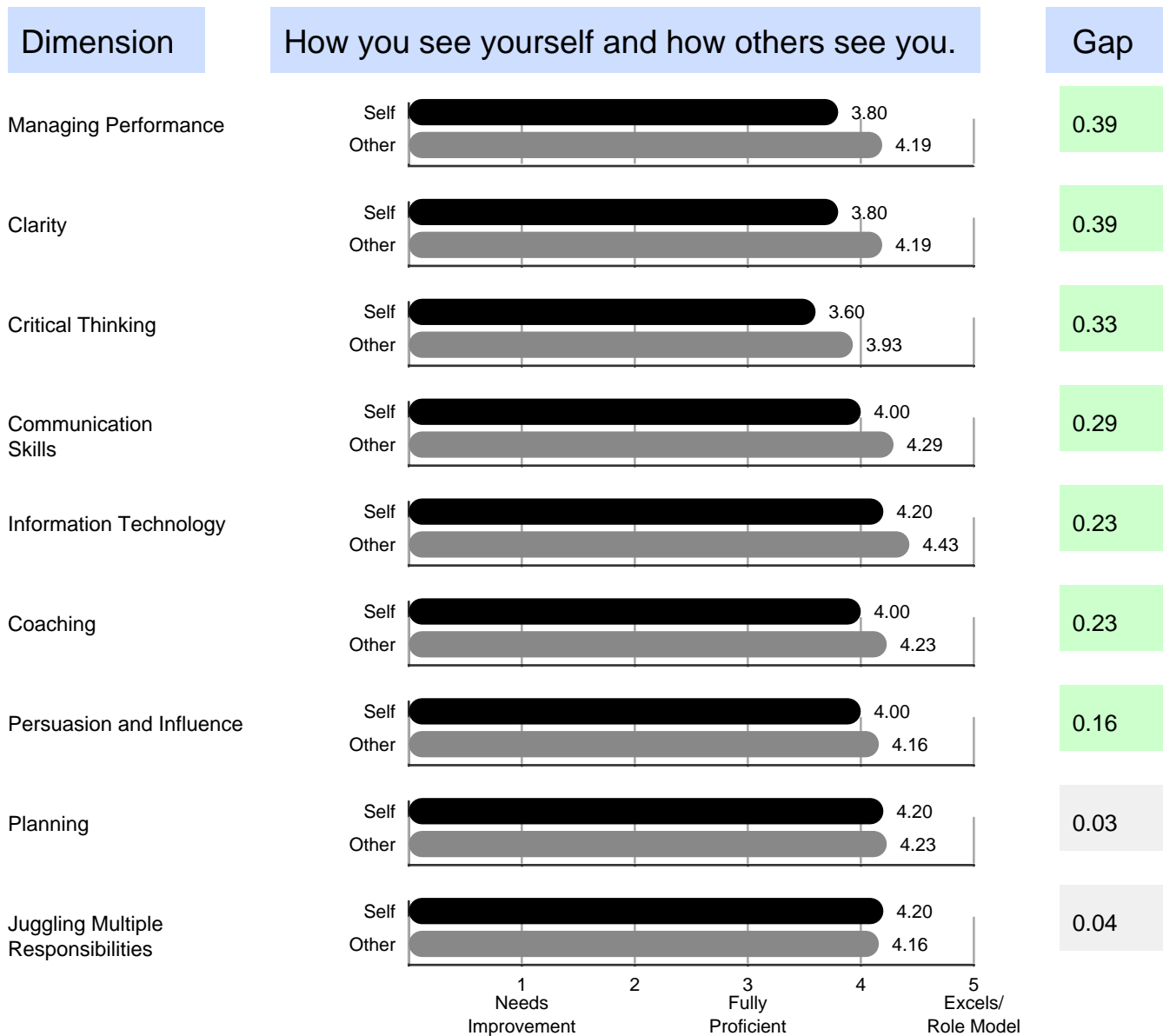
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 9 major dimensions of leadership.

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.



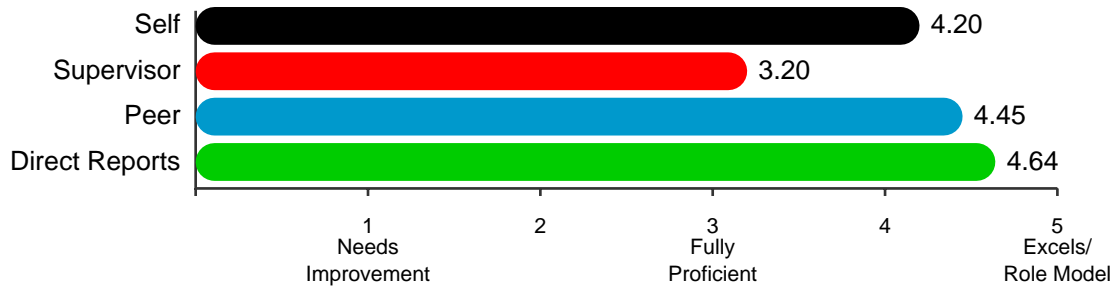
## Gap Analysis

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.



# Information Technology

## Summary Scores



1. Monitors data-handling workflows for policy violations and coordinates corrective actions to maintain compliance with governance and regulatory requirements.



2. Responds to employee questions and inquiries in a timely manner.



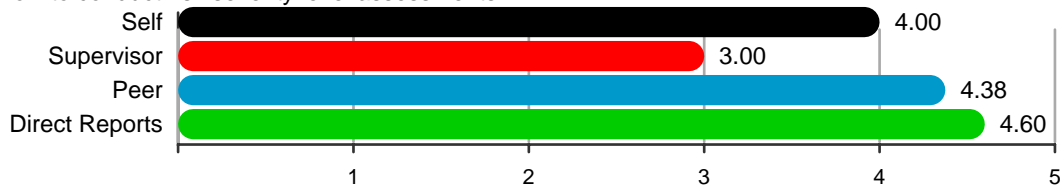
3. Identifies opportunities to reduce incident volume and improve stability.



4. Stay current with industry trends, languages, and best practices.



5. Knows how to conduct risk severity level assessments.



## 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 (Excels/ Role Model).

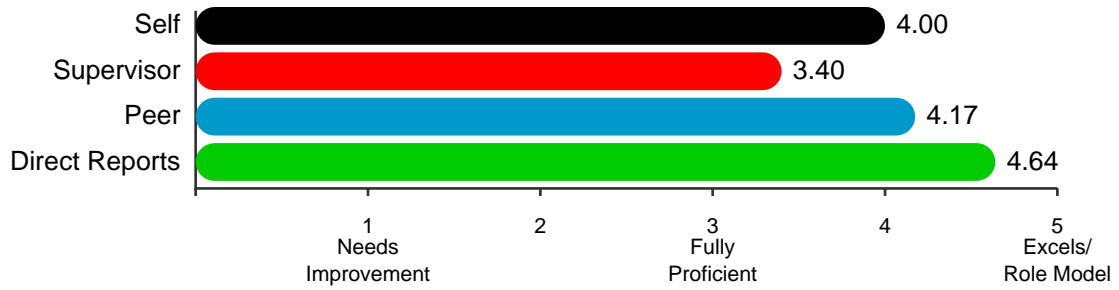
Item	n	Avg	LOA	Needs Improvement	Fully Proficient	Excels/ Role Model
1. Monitors data-handling workflows for policy violations and coordinates corrective actions to maintain compliance with governance and regulatory requirements.	15	4.20	93.3	7%	67%	27%
2. Responds to employee questions and inquiries in a timely manner.	15	4.87	100.0	13%	87%	
3. Identifies opportunities to reduce incident volume and improve stability.	15	4.27	93.3	7%	60%	33%
4. Stay current with industry trends, languages, and best practices.	15	4.40	86.7	13%	33%	53%
5. Knows how to conduct risk severity level assessments.	15	4.33	93.3	7%	53%	40%

### Comments:

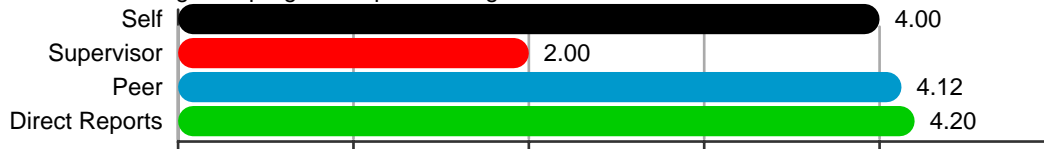
- \_\_\_\_\_ is always professional and demonstrates integrity in his daily work. He is consistently respectful and values other members of the team.
- \_\_\_\_\_ has done a wonderful job in supporting his team and making himself available.
- \_\_\_\_\_ is extremely professional and has strong communication. He is always looking for process improvement opportunities and engages his staff and other leaders in the process.
- \_\_\_\_\_ is a wonderful collaborator and leader. It is a treat to be able to work with him.
- I think he is doing really good work and I found that to be one area I could list that might help.
- I have found that \_\_\_\_\_ takes feedback very well. Perhaps finding a less public/formal setting for alternate sources of feedback and ideas for improvement.

# Communication Skills

## Summary Scores



### 6. Updates others on changes or progress in plans and goals.



### 7. Delivers messages with energy, enthusiasm, and conviction.



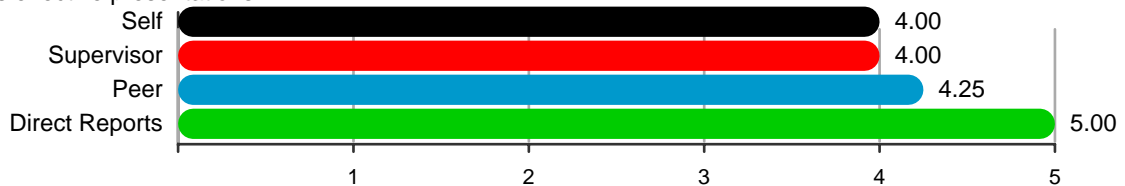
### 8. Makes eye contact with the person they are speaking with.



### 9. Summarizes or paraphrases the current question to confirm understanding.



### 10. Delivers effective presentations.



## Level of Skill

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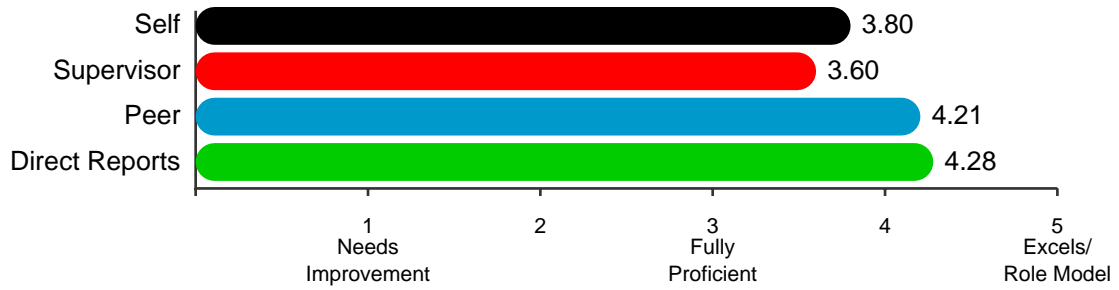
Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
6. Updates others on changes or progress in plans and goals.	15	4.00	80.0	7%	13%	53%	27%
7. Delivers messages with energy, enthusiasm, and conviction.	15	4.07	80.0		20%	53%	27%
8. Makes eye contact with the person they are speaking with.	15	4.33	93.3	7%		47%	47%
9. Summarizes or paraphrases the current question to confirm understanding.	15	4.47	93.3	7%		40%	53%
10. Delivers effective presentations.	15	4.47	93.3	7%		40%	53%

### Comments:

- I know I can always count on \_\_\_\_\_ to consistently encourage collaboration and system perspective.
- As a new employee, I feel that he is receptive when I seek guidance as well as when I am looking for feedback with my own skills.
- Because we lack clear direction and often focus or priorities, it can be extremely frustrating to work effectively and feel successful.
- \_\_\_\_\_ does a great job in letting me know what is expected. He holds regular meetings to keep me on track and is helping to mentor me in my new role.
- \_\_\_\_\_'s management style is to push work down because it opens up capacity for him to do new tasks and provides his subordinates with new learning opportunities. As a subordinate this sometimes feels demoralizing because while I receive new learning opportunities, my work load just increased because no one else within the department has capacity to take tasks off my desk.
- He has helped make me a better manager through his actions and follow through.

# Managing Performance

## Summary Scores



### 11. Conducts objectives and key results (OKR) assessments on a quarterly basis.



### 12. Administers the performance rewards program in a fair and equitable manner.



### 13. Ensures that OKRs are aligned with company objectives.



### 14. Places employees on probation if they fail to meet minimum performance standards.



### 15. Communicates OKRs to employees regularly during monthly meetings.



## 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 (Excels/ Role Model).

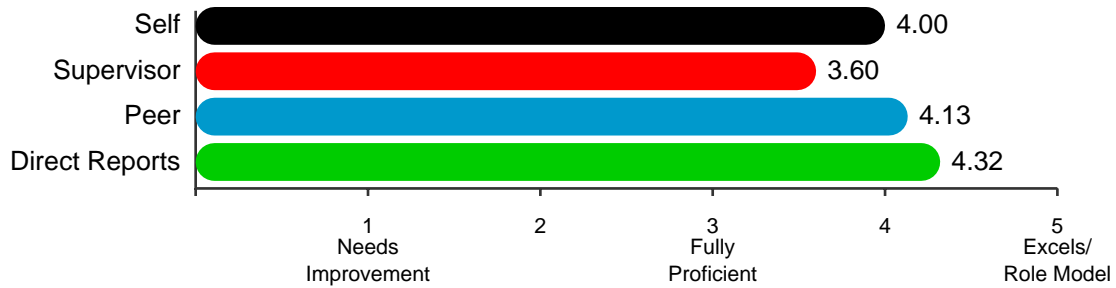
Item	n	Avg	LOA	Needs Improvement	Fully Proficient	Excels/ Role Model
11. Conducts objectives and key results (OKR) assessments on a quarterly basis.	15	4.60	100.0	40%	60%	
12. Administers the performance rewards program in a fair and equitable manner.	15	4.27	100.0	73%	27%	
13. Ensures that OKRs are aligned with company objectives.	15	4.33	100.0	67%	33%	
14. Places employees on probation if they fail to meet minimum performance standards.	15	3.93	73.3	27%	53%	20%
15. Communicates OKRs to employees regularly during monthly meetings.	14	3.64	57.1	14%	29%	36% 21%

### Comments:

- Thoroughness, accuracy, professionalism.
- \_\_\_\_\_ encourages collaboration between departments. He has done a great job leading our monthly supervisor/manager meetings.
- I have appreciated partnering with \_\_\_\_\_ over the last year in conversations with our educational partners interested in bringing their degree programs on-site for our production staff, as well in the whole transition of the department. and roles of various employees. His support during this transition was extremely helpful to me.
- I am glad to have \_\_\_\_\_ in his role. Because of his openness and willingness to work with others he helps my department produce quality work, and encourages us to reciprocate.
- I look forward to working with his in his new role.
- Sometimes the desired outcomes and expectations are not clearly communicated.

# Persuasion and Influence

## Summary Scores



16. Encourages employees to experiment with new approaches by highlighting how other industries or teams have successfully tackled similar challenges.



17. Mobilizes support by framing ideas in ways that resonate with people's values, aspirations, and sense of purpose.



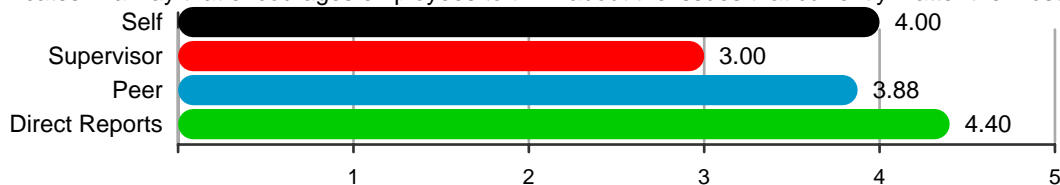
18. Is aware of boundaries and limits on interactions to prevent disputes.



19. Attempts to persuade others rather than simply control them.



20. Communicates in a way that encourages employees to think about the issues that currently matter the most.



## Level of Skill

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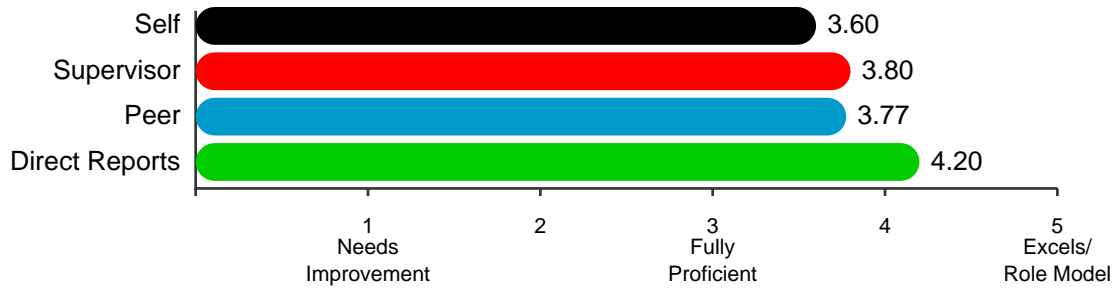
Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
16. Encourages employees to experiment with new approaches by highlighting how other industries or teams have successfully tackled similar challenges.	15	4.33	86.7	13%		40%	47%
17. Mobilizes support by framing ideas in ways that resonate with people's values, aspirations, and sense of purpose.	15	4.27	93.3	7%		60%	33%
18. Is aware of boundaries and limits on interactions to prevent disputes.	14	4.00	92.9	7%		86%	7%
19. Attempts to persuade others rather than simply control them.	14	4.14	85.7	7%	7%	50%	36%
20. Communicates in a way that encourages employees to think about the issues that currently matter the most.	15	4.00	66.7	7%	27%	27%	40%

### Comments:

- Strength lies in ensuring that there is a good fit between employee's demonstrated performance versus their assigned roles. Weakness is in the area of being consistent with communications of desired outcomes or expectations to the staff.
- Always steps up if help is needed.
- Transparency and honesty is important early in the process.
- He cares deeply about the engagement of his staff and has concern for those in need.
- Have improved on delegating to others to accomplish growth and goal attainment. Others are responsible for chairing meetings with support for difficult issues. Have begun focus and educational leadership meeting components to promote growth of that team.
- There is room for improvement in all these elements.

# Critical Thinking

## Summary Scores



21. Evaluates ideas on their merit rather than their source or familiarity.



22. Open to new information and considers alternative explanations.



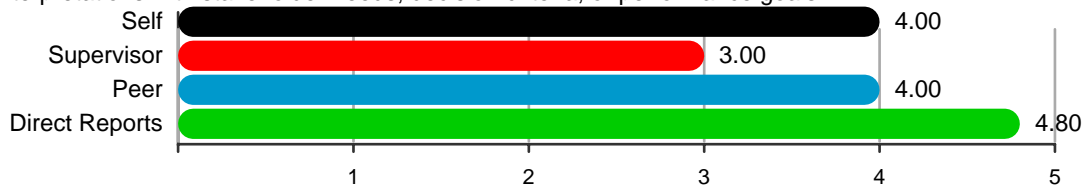
23. Analyzes similarities and differences between observed results and intended goals.



24. Considers the possible outcomes of different courses of action.



25. Aligns interpretations with stakeholder needs, decision criteria, or performance goals.



## Level of Skill

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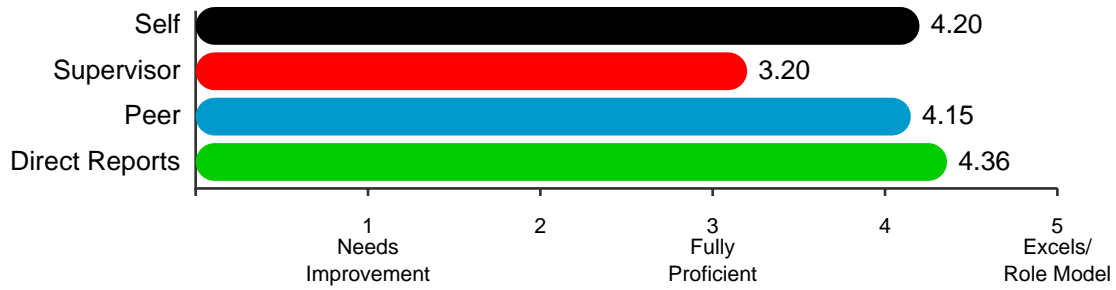
Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
21. Evaluates ideas on their merit rather than their source or familiarity.	15	4.00	66.7	13%	20%	20%	47%
22. Open to new information and considers alternative explanations.	15	3.47	53.3	13%	33%	47%	7%
23. Analyzes similarities and differences between observed results and intended goals.	15	3.60	66.7	13%	20%	60%	7%
24. Considers the possible outcomes of different courses of action.	15	4.27	86.7	7%	7%	40%	47%
25. Aligns interpretations with stakeholder needs, decision criteria, or performance goals.	15	4.20	80.0	7%	13%	33%	47%

### Comments:

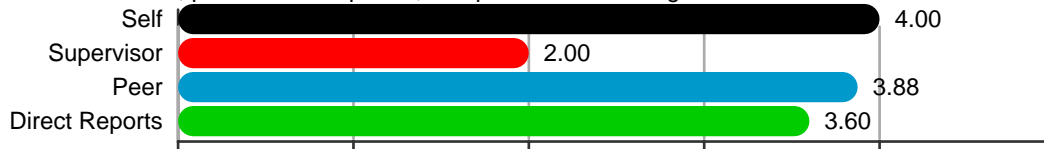
- Can lead a team well and can present the goals/plan so all know the direction to move forward in.
- \_\_\_\_\_ is very supportive and knows his area of expertise. He is a pleasure to work with.
- He makes his expectations clear to his team, reviews the expectations regularly and will provide constructive feedback and offer opportunity for improvement to team members when needed.
- He continually strives for excellence regardless of his role, task at hand, or project he is leading or participating on.
- \_\_\_\_\_ has done a superb job in outlining expectations for his staff. He has a unique ability to segment work, clearly define goals, and move forward with processes in a meaningful manner.
- I am impressed with his commitment to task and job knowledge.

# Juggling Multiple Responsibilities

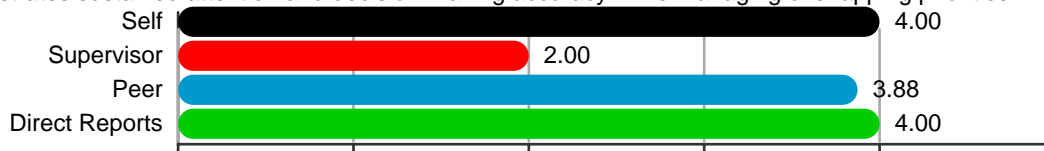
## Summary Scores



26. Makes time for research, product development, and production meetings.



27. Demonstrates sustained attention and decision-making accuracy while managing overlapping priorities.



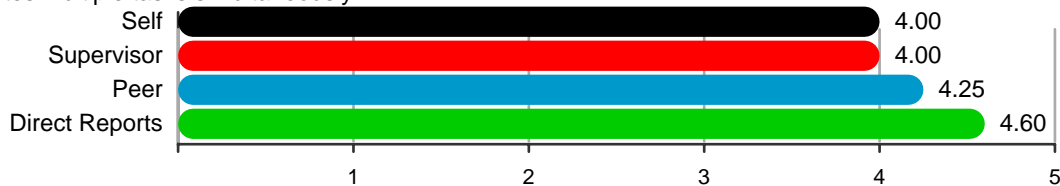
28. Keeps customers in the loop during shifting plans, fostering transparency and reducing service disruptions.



29. Delegates tasks aligned with team members growth goals to build capability while maintaining performance.



30. Completes multiple tasks simultaneously.



### Level of Skill

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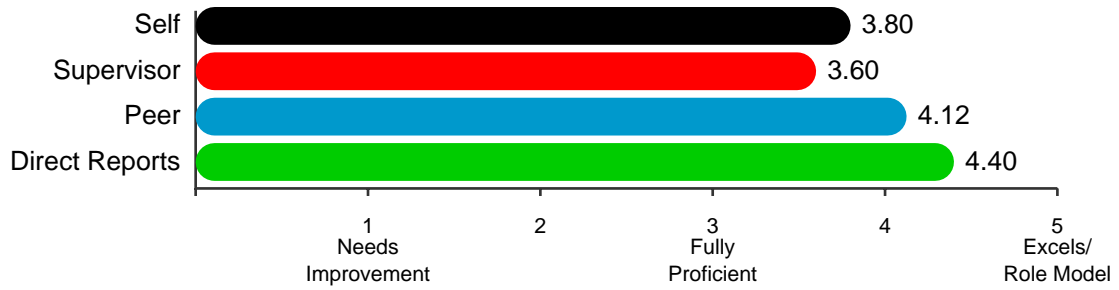
Item	n	Avg	LOA	Needs Improvement		Fully Proficient		Excels/ Role Model
26. Makes time for research, product development, and production meetings.	15	3.67	66.7	20%	13%	47%		20%
27. Demonstrates sustained attention and decision-making accuracy while managing overlapping priorities.	15	3.80	73.3	20%	7%	47%		27%
28. Keeps customers in the loop during shifting plans, fostering transparency and reducing service disruptions.	15	4.33	86.7		13%	40%		47%
29. Delegates tasks aligned with team members growth goals to build capability while maintaining performance.	15	4.67	100.0			33%		67%
30. Completes multiple tasks simultaneously.	15	4.33	100.0			67%		33%

Comments:

- \_\_\_\_\_ is a strong leader and continues to grow in his role. \_\_\_\_\_ is approachable even if he does not have time. Team members enjoy his great attitude and his non stop energy. Some things that \_\_\_\_\_ does especially well and seems to do with ease are bulleted below.
- \_\_\_\_\_ should consider continuing to expand his technical expertise and understanding of Epic beyond his comfort zone.
- Timeliness and accountability of projects.
- He has a positive attitude & remains open even to being called at home when particularly difficult situations arise and further managerial advice needed.
- He is an outstanding manager.
- Over the past few months \_\_\_\_\_ has been creating a bridge between the billing staff and the operations departments.

# Clarity

## Summary Scores



### 31. Attends to the important details of a job or task.



### 32. Avoids creating ambiguity or mixed messages.



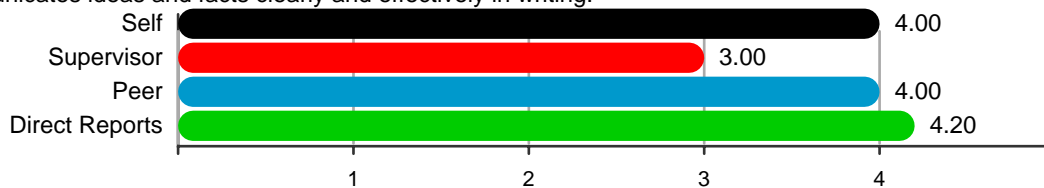
### 33. Makes sure goals and objectives are clearly and thoroughly explained and understood.



### 34. Clearly explains the vision and goals of the company.



### 35. Communicates ideas and facts clearly and effectively in writing.



## Level of Skill

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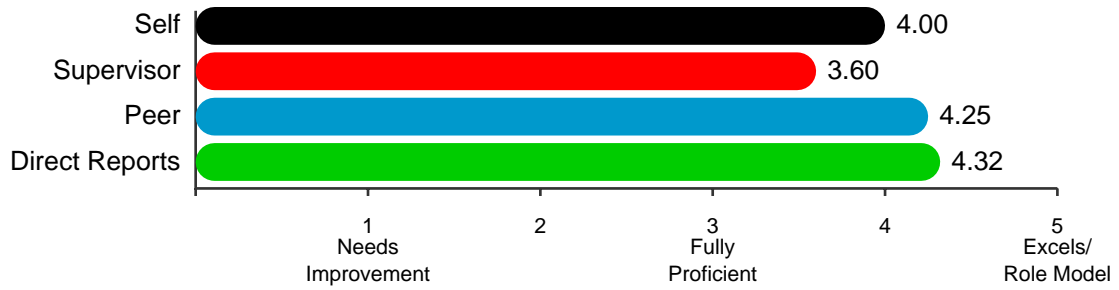
Item	n	Avg	LOA	Needs Improvement	Fully Proficient	Excels/ Role Model
31. Attends to the important details of a job or task.	15	4.07	80.0	20%	53%	27%
32. Avoids creating ambiguity or mixed messages.	15	4.47	100.0		53%	47%
33. Makes sure goals and objectives are clearly and thoroughly explained and understood.	15	4.13	80.0	20%	47%	33%
34. Clearly explains the vision and goals of the company.	15	4.13	86.7	13%	60%	27%
35. Communicates ideas and facts clearly and effectively in writing.	15	4.00	80.0	20%	60%	20%

### Comments:

- \_\_\_\_\_ does an amazing job of keeping us well informed of changes, and consistently asking us if we understand our roles and responsibilities and if there is anything we need to fulfill our position.
- \_\_\_\_\_ is a great leader. He provides guidance and sets expectations to ensure desired outcomes.
- Excellent leader, great vision, intelligent, friendly, articulate, understanding and easy to talk to. There are managers and there are leaders, \_\_\_\_\_ fits the leadership role well.
- "Commitment or expectation overload" has been an issue this past year. Reducing one managerial position within the department combined with the significant number of high priority initiatives that are currently on-going has been a barrier to meeting deadlines.
- He is very effective and he has learned so much about our product.
- His recent coaching helped me work through something that had been challenging and disappointing me for months, and I was able to make the breakthrough I believe he was looking for.

# Coaching

## Summary Scores



36. Fosters a safe and supportive environment that encourages honesty and engagement.



37. Helps employees see new possibilities for themselves and supports them in pursuing those possibilities.



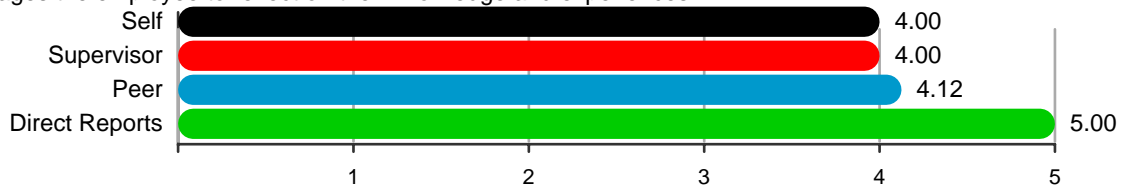
38. Values the employee's perspective and individuality, which builds trust and rapport.



39. Understands and respects the employee's unique perspective and challenges.



40. Encourages the employee to reflect on their knowledge and experiences.



## Level of Skill

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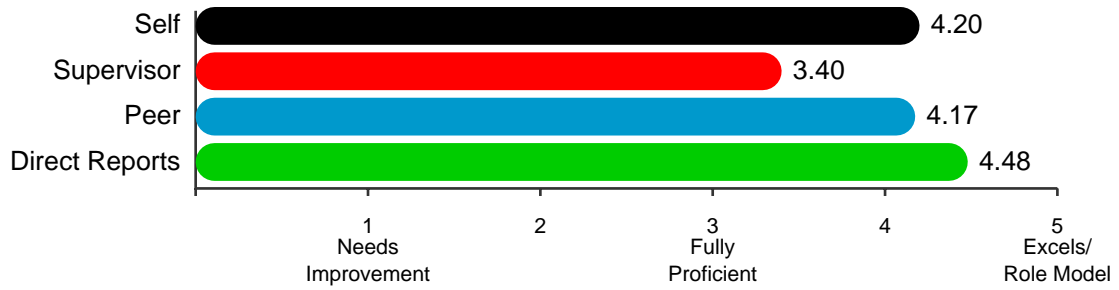
Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
36. Fosters a safe and supportive environment that encourages honesty and engagement.	15	4.33	100.0		67%		33%
37. Helps employees see new possibilities for themselves and supports them in pursuing those possibilities.	15	3.93	80.0	13%	7%	53%	27%
38. Values the employee's perspective and individuality, which builds trust and rapport.	15	4.27	86.7		13%	47%	40%
39. Understands and respects the employee's unique perspective and challenges.	15	4.13	86.7		13%	60%	27%
40. Encourages the employee to reflect on their knowledge and experiences.	15	4.40	93.3		7%	47%	47%

### Comments:

- Understanding that the progress towards a more definitive house supervisor does take time, I would like to see a more proactive approach in allowing the department to make decisions.
- His integrity is never in question. I appreciate his ability to partner with me on issues between the VP and my unit.
- The employees in the department have also raised concerns about new projects being assigned without concern for how the increase in work will effect other existing projects -- or how they should be prioritized.
- \_\_\_\_\_ strives to be professional with each and every interaction and I think inspires confidence.
- He also cares about me as a person. I have learned a lot from his and look forward to learning more.
- \_\_\_\_\_ is the best supervisor I've ever had; he leads by example, and is always clear on his expectations of his employees.

# Planning

## Summary Scores



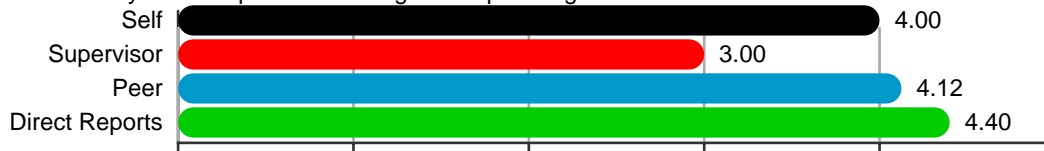
41. Determines the amount of materials/supplies needed for the project.



42. Establishes and monitors timeframes and timelines.



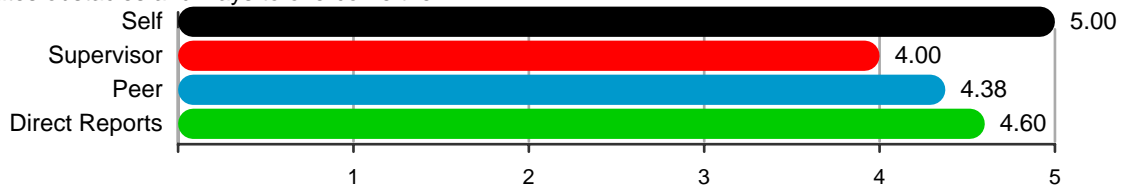
43. Reduces uncertainty in the department through clear planning and schedules.



44. Prioritizes tasks based on urgency/need.



45. Anticipates obstacles and ways to overcome them.



## 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 (Excels/ Role Model).

Item	n	Avg	LOA	Needs Improvement	Fully Proficient	Excels/ Role Model
41. Determines the amount of materials/supplies needed for the project.	15	4.33	93.3	7%	53%	40%
42. Establishes and monitors timeframes and timelines.	15	4.20	80.0	20%	40%	40%
43. Reduces uncertainty in the department through clear planning and schedules.	15	4.13	86.7	13%	60%	27%
44. Prioritizes tasks based on urgency/need.	15	4.00	86.7	13%	73%	13%
45. Anticipates obstacles and ways to overcome them.	15	4.47	93.3	7%	40%	53%

### Comments:

- He also works to build and maintain community connections with local law enforcement and other emergency responders.
- He makes a point to ensure all stakeholders are involved in the process and decision and truly cares and listens to how others feel.
- \_\_\_\_\_ excels at keeping in touch with all aspects of their job, and our jobs.
- \_\_\_\_\_ is always working collaboratively with many different teams not only within the organization but within the community
- Is very upbeat and quick to contribute to the team.
- \_\_\_\_\_ is collaborative in his management style and is very skilled in maximizing talents and strengths of each individual.

## 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 have observed that \_\_\_\_\_ has made some very good decisions with his leadership team this year. He values his team and sets clear expectations. He is a team player when working on projects or issues and he always responds promptly to requests for assistance.
- I know that \_\_\_\_\_ cares about me as a total individual not just as a professional.
- \_\_\_\_\_ always stays customer and community focused. He's also an excellent collaborator and always supportive and positive with others.
- I honestly cannot think of anything to recommend that would help him to improve at this point.
- Dedicated to the customer and community, he is worth his weight in gold.
- \_\_\_\_\_ routinely reminds you, as an employee, how important our role is, which supports our participation and sharing ideas for improvement.

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

- His focus is for quality that is customer centered.
- \_\_\_\_\_ makes a conscious effort to hire for talent while taking into consideration the candidate's educational preparation to best meet our current and future needs. When taking on a project, initiative or educational need, he always ensures there is a purpose behind the work that's being accomplished.
- \_\_\_\_\_ offers a wealth of experience in the area of hematology and is willing and able to offer his advice and support.
- I am confident that whenever I need to talk with \_\_\_\_\_, he is honest and direct and provides good guidance for my professional growth.
- He is respectful of the people he works with regardless of the level in the organization.
- He values our feedback and takes our recommendations seriously.

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

- He is kind, respectful, and a good listener. I can always discuss my concerns with him and he is never judgmental, but gives me honest and helpful feedback.
- \_\_\_\_\_ has stepped in to deal with the situation and resolve the concern. One area for growth is in the financial area.
- I can give concrete examples of how \_\_\_\_\_ actually exceeds -all- of the other elements of this performance review.
- Look up collaboration and you'll find \_\_\_\_\_'s picture beside the word.
- \_\_\_\_\_ see the opportunity for process improvement within the department but does not consistently lead an organized approach to initiate those improvements.
- One of the things that I most appreciate about \_\_\_\_\_ is his willingness to mentor and grow new talent.

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

- \_\_\_\_\_ is very supportive, knowledgeable, and a consummate professional. He leads by example and has no problem rolling up his sleeves and providing support when needed.
- I have worked on several performance improvement projects with \_\_\_\_\_ and have appreciated his knowledge and reliability with collaboration.
- The few problems we have experienced during these changes is a reflection of \_\_\_\_\_'s leadership.
- Working with \_\_\_\_\_ on the IP rehab project has been awesome. He is great at what he does. He understands his role and what is needed to keep the project moving. Makes concrete decisions and stands by them. I would work with him anytime.
- \_\_\_\_\_ is so attentive to the needs of our department and to the needs of individuals.
- Could benefit from increasing awareness on how much influence they have on the department.

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

- \_\_\_\_\_ demonstrates a high level of integrity by maintaining appropriate confidentiality while working on staff and operational issues.
- He has a style that is intimidating to some and thus he needs to be (and is) aware of his effect on the room when he walks in.
- Care should be taken to ensure decisions are not made in a conference room about work done by your 'frontline' staff. There have been several occasions where decisions regarding process changes were made (and implemented) without involving the staff actually doing the work in the decision making process.
- Is a great teammate and valuable resource for the company. it is obvious he cares for the team
- Provide more frequent development feedback.
- 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?

- From what I can see \_\_\_\_\_ meets or exceeds all of these leadership roles but remember he is not my manager.
- He's done a good job this year of addressing some difficult issues in his area (i.e. Budgeting and Finance leadership challenges).
- \_\_\_\_\_ has worked very hard with the department in a very professional manner. He is an excellent advocate for the staff in the department.
- \_\_\_\_\_ 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.
- \_\_\_\_\_ is an excellent manager.
- I've only had the pleasure of working with \_\_\_\_\_ for a short while but I have to say he is one of the most helpful people that I've run into at [CompanyName].