



Feedback Results
Your CompanyName Here
2025

Sample Employee

Results Generated by HR-Survey

November 2025

Introduction

What you will find in this report

This report contains the results of the feedback collected for you. These results are presented to help you identify your strengths, areas for development, and areas where your ratings may diverge with individuals providing you feedback.

We hope that you remember from your own experience how difficult it can be to provide others with this type of feedback, be open to considering their opinions, and be willing to use their feedback in your development.

Goals of the 360 Degree Feedback

Multi-Source Feedback presents a more complete picture of an individual's behavior and performance by drawing information from different perspectives within the work environment. It gives recipients a resource to guide their development, and reviewers' additional input.

Feedback from multiple sources helps you in several ways, including increasing awareness of your strengths, how you are perceived by others in different roles, and providing input for your professional development.

Receiving Feedback

Receiving feedback is a tremendous opportunity to discover how you are perceived by others which may be similar or dissimilar to how you perceive yourself. It is important to reflect on your feedback as a tool to help you set specific goals for professional development. This can be done when you see the feedback as it is, a perspective on where you may improve your performance and working relationships. It is important to realize that seeking and receiving constructive feedback is the only way we can see our "blind spots." This feedback may help us to understand the negative impact our actions may unintentionally have on others.

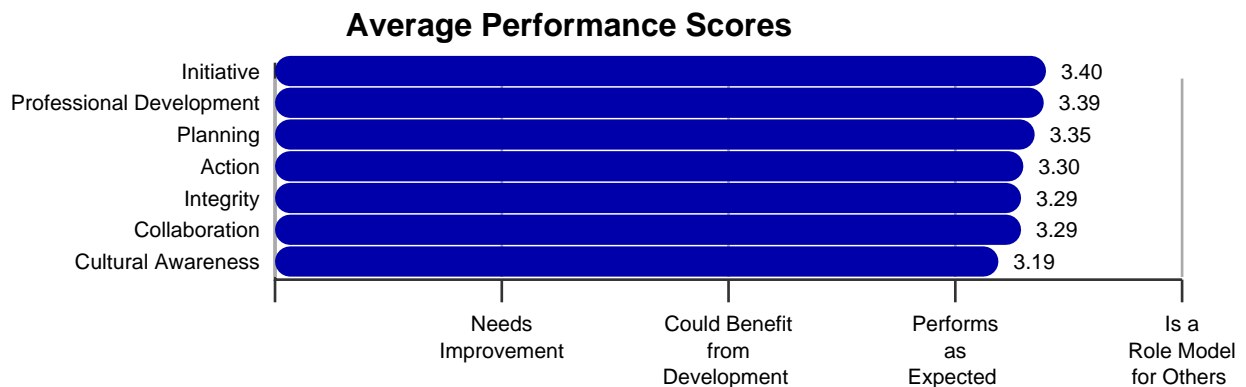
What to Do with Your Feedback

Use your feedback to help you develop awareness and set goals for developing your effectiveness. This can be done if you see the feedback as multiple perspectives on where you are already strong or can improve in the defined areas of effectiveness.

Summary

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

The summary scores for each dimension shown below were calculated by averaging all respondents' scores for all of the questions within that dimension. These dimension summary scores are sorted from high to low, with the highest shown at the top. The dimensions toward the bottom may need the most development.



Gap Analysis

The following table graphically displays the "Gap," or difference between your average rating on each competency (labeled "Self") and the average score of all other respondents (labeled "Others") who provided you with feedback. This can help you identify blind spots, or areas where you were rated more favorably by other respondents than by yourself. The Gaps for these competencies are colored in shades of green. Conversely, the graph can also help you identify your opportunities for improvement, or areas where you rated yourself higher than others did. The Gaps for these dimensions are colored in shades of red. The darker the shade of green or red, the larger the Gap. Finally, if a dimension's Gap is not shaded with a specific color, it indicates an area of agreement between yourself and others.



Initiative

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. Coach others to foster an environment which can adapt quickly and willingly to rapid change.	15	3.20	93.3	7%	67%		27%
2. Maintains momentum on long-term initiatives despite shifting priorities or limited support.	15	3.87	100.0	13%	87%		
3. Persists in stakeholder engagement even when initial outreach is met with resistance or indifference.	15	3.33	93.3	7%	53%		40%
4. Seizes upon opportunities available.	15	3.60	93.3	7%	27%	67%	
5. Creates solutions to problems as soon as an incident occurs.	15	3.33	93.3	7%	53%		40%
6. Acts on own initiative to improve the department outcomes.	15	3.20	93.3	7%	60%		33%
7. Guides strategic initiatives to advance the department/organization.	15	3.20	86.7	13%	53%		33%
8. Does things without being told.	15	3.40	93.3	7%	47%		47%
9. Independently seeks out new learning opportunities to improve their skills.	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. Coach others to foster an environment which can adapt quickly and willingly to rapid change.	3.29	3.20	-0.09 ▼
2. Maintains momentum on long-term initiatives despite shifting priorities or limited support.	3.65	3.87	+0.22 ▲
3. Persists in stakeholder engagement even when initial outreach is met with resistance or indifference.	3.18	3.33	+0.16 ▲
4. Seizes upon opportunities available.	3.41	3.60	+0.19 ▲
5. Creates solutions to problems as soon as an incident occurs.	3.24	3.33	+0.10 ▲
6. Acts on own initiative to improve the department outcomes.	3.24	3.20	-0.04 ▼
7. Guides strategic initiatives to advance the department/organization.	3.41	3.20	-0.21 ▼
8. Does things without being told.	3.24	3.40	+0.16 ▲
9. Independently seeks out new learning opportunities to improve their skills.	3.18	3.47	+0.29 ▲

Comments:

- ___ helps guide our team in understanding processes and in turn creates individual think tanks versus individuals looking for help.
-

Management skills progressing well with experience.

- She works diligently with our supplier to ensure the inventory is cost effective.
- ___ 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 a valued peer. I can count on her as a sounding board and for her perspective on issues we are dealing with, either at the director level or with our department.
- I am impressed with her commitment to task and job knowledge.

Action

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. Sets high standards for themselves and others.	15	3.47	93.3	7%	40%	53%	
11. Does not procrastinate when there is a job to be done.	15	3.53	100.0		47%	53%	
12. Establishes the tasks and direction for the team.	15	3.27	100.0		73%	27%	
13. Successfully makes progress despite repeated failures or setbacks at work.	15	3.33	100.0		67%	33%	
14. Undertakes actions to achieve specific goals.	15	3.13	86.7	13%	60%	27%	
15. Displays high energy and enthusiasm on consistent basis.	15	3.07	80.0	20%	53%	27%	

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Item	2024	2025	Change
10. Sets high standards for themselves and others.	3.35	3.47	+0.11 ▲
11. Does not procrastinate when there is a job to be done.	3.47	3.53	+0.06 ▲
12. Establishes the tasks and direction for the team.	3.47	3.27	-0.20 ▼
13. Successfully makes progress despite repeated failures or setbacks at work.	3.35	3.33	-0.02 ▼
14. Undertakes actions to achieve specific goals.	3.18	3.13	-0.04 ▼
15. Displays high energy and enthusiasm on consistent basis.	3.00	3.07	+0.07 ▲

Comments:

- ___ is a professional, motivated, and respected leader. She is able to engage her staff with clear expectations and leads by example.
- I can give concrete examples of how ___ actually exceeds -all- of the other elements of this performance review.
- ___ continually is analyzing our current states and identifying areas that we can improve.
- She is an educator to the organization on the value of a diverse culture at [CompanyName] and how the increased diversity and cultural sensitivity serves our customer population.
- Difficult to reach sometimes and often does not respond to messages at all.
- She exhibits vision, compassion and high integrity in all of her work.

Planning

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. Understands what equipment will be needed for the project.	15	3.40	93.3	7%	47%	47%	
17. Understands what materials will be required to successfully implement the plan.	15	3.27	93.3	7%	60%	33%	
18. Creates plans to handle complex, multi-faceted projects.	14	3.00	92.9	7%	79%	14%	
19. Prioritizes tasks and allocates resources.	15	3.47	100.0		53%	47%	
20. Prioritizes tasks based on urgency/need.	15	3.40	93.3	7%	47%	47%	
21. Develops proper plans to ensure seamless flow of materials through logistics.	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. Understands what equipment will be needed for the project.	3.65	3.40	-0.25 ▼
17. Understands what materials will be required to successfully implement the plan.	3.47	3.27	-0.20 ▼
18. Creates plans to handle complex, multi-faceted projects.	3.12	3.00	-0.12 ▼
19. Prioritizes tasks and allocates resources.	3.59	3.47	-0.12 ▼
20. Prioritizes tasks based on urgency/need.	3.29	3.40	+0.11 ▲
21. Develops proper plans to ensure seamless flow of materials through logistics.	3.35	3.53	+0.18 ▲

Comments:

- Her priorities are clear and appropriate, as she recognizes the importance of "value added" and the benefits of Core Competency, and continuous improvement.
- just know going through the hiring process with her.
- ___ is very friendly and expresses genuine care for the staff when she is present.
- She is very customer focused and this reflects in her division leadership and performance.
- Despite the fact that ___ has experienced very few opportunities that would increase her engagement, she has remained dedicated to [CompanyName] and especially to her staff.
- My only constructive feedback would be better communication on what she's doing and why and how it may impact others would be appreciated.

Integrity

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. Shows steadfast integrity, dedication, and excellence, persistently seeking to make a meaningful impact and bolster the company's success.	15	3.00	80.0	20%	60%		20%
23. Is open and honest in communications.	15	2.87	80.0	20%	73%		7%
24. Recognizes integrity as a core value of the organization.	15	3.47	100.0		53%		47%
25. Builds trust within the organization and with external stakeholders by owning up to mistakes.	15	3.67	100.0		33%		67%
26. Maintains integrity as a core principle.	15	3.40	93.3	7%	47%		47%
27. Encourages and practices inclusivity in meetings and discussions, ensuring all voices are heard and valued.	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. Shows steadfast integrity, dedication, and excellence, persistently seeking to make a meaningful impact and bolster the company's success.	3.00	3.00	
23. Is open and honest in communications.	2.88	2.87	-0.02 ▼
24. Recognizes integrity as a core value of the organization.	3.00	3.47	+0.47 ▲
25. Builds trust within the organization and with external stakeholders by owning up to mistakes.	3.76	3.67	-0.10 ▼
26. Maintains integrity as a core principle.	3.53	3.40	-0.13 ▼
27. Encourages and practices inclusivity in meetings and discussions, ensuring all voices are heard and valued.	3.12	3.33	+0.22 ▲

Comments:

- ___ involves the members of the team in the interview process whenever we need to hire a new team member. She has hired individuals who have proven by their talents and strengths to be the best candidate.
- ___ is such an inspiration and role model to me, I feel empowered by her to make sound decisions.
- ___ has the talent to use different Leadership styles to fit the situation.
- She is an exceptionally effective communicator which enables here visions to be more easily carried out.
- She often becomes overly involved with projects and tries to change things when the projects and groups are running smoothly.
- ___ has made great visible improvements in her roles of communication, teamwork and engagement. She is creating a great presence in her position currently.

Professional 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 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. Seeks opportunities for continuous learning.	15	3.53	100.0	47%	53%		
29. Contributing fully to the extent of their skills	15	3.67	100.0	33%	67%		
30. Allows employees to fully participate in employee training and professional development.	15	3.33	100.0	67%	33%		
31. Demonstrate enthusiasm and a willingness to learn new skills and knowledge	15	3.20	86.7	13%	53%	33%	
32. Keep themselves up-to-date of technical/professional issues	15	3.40	100.0	60%	40%		
33. Seeks opportunities for professional development.	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. Seeks opportunities for continuous learning.	3.41	3.53	+0.12 ▲
29. Contributing fully to the extent of their skills	3.59	3.67	+0.08 ▲
30. Allows employees to fully participate in employee training and professional development.	3.41	3.33	-0.08 ▼
31. Demonstrate enthusiasm and a willingness to learn new skills and knowledge	3.18	3.20	+0.02 ▲
32. Keep themselves up-to-date of technical/professional issues	3.35	3.40	+0.05 ▲
33. Seeks opportunities for professional development.	3.18	3.20	+0.02 ▲

Comments:

- ___ handles financial resources very well, but employee time as a resource can be over-booked due to lack of prioritization from Leadership.
- I value ___ for so much more than her negotiating skills which are outstanding.
- ___ provides opportunities for her staff to grow professionally and encourages them.
- ___ is a professional, motivated, and respected leader. She is able to engage her staff with clear expectations and leads by example.
- ___ is an excellent communicator and is very open and supportive to her staff.
- Her leadership skills make me jealous and consider her a mentor on how I would want to be in that position

Cultural 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 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. Effective in working with individuals with a variety of cultural backgrounds.	15	3.27	93.3	7%	60%	33%	
35. Views diversity as a strength, not as an issue.	15	3.00	80.0	20%	60%	20%	
36. Encourages inclusive participation in culturally significant events and observances	15	3.20	93.3	7%	67%	27%	
37. Welcomes diverse cultural input when shaping organizational strategy or policy.	15	3.27	93.3	7%	60%	33%	
38. Recognizes individual and cultural differences.	15	3.27	86.7	13%	47%	40%	
39. Tailors solutions to accommodate diverse cultural needs and expectations.	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. Effective in working with individuals with a variety of cultural backgrounds.	2.88	3.27	+0.38 ▲
35. Views diversity as a strength, not as an issue.	3.18	3.00	-0.18 ▼
36. Encourages inclusive participation in culturally significant events and observances	3.18	3.20	+0.02 ▲
37. Welcomes diverse cultural input when shaping organizational strategy or policy.	3.35	3.27	-0.09 ▼
38. Recognizes individual and cultural differences.	3.24	3.27	+0.03 ▲
39. Tailors solutions to accommodate diverse cultural needs and expectations.	3.59	3.13	-0.45 ▼

Comments:

- She maintains focus, displays confidence and is the definition of tenacity because she keeps [CompanyName]'s best interests always at center.
- She handles situations in a calm, collective manner, and researches a situation before making a decision.
- ___ enjoys sharing knowledge and teaching her subordinates about their roles in the department. She regularly would spend 30 minutes sharing her insights on a topic. She also facilitated numerous training sessions when I started my job a year ago.
- Timeliness and accountability of projects.
- just know going through the hiring process with her.
- She engages in interactions positively and professionally. It is obvious that she cares about the service we deliver and the facilities we operate in.

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
40. Is a trustworthy and credible partner.	15	3.40	93.3	7%	47%	47%	
41. Develops networks and builds alliances across departments.	15	3.33	93.3	7%	53%	40%	
42. Collaborates with team members to achieve common goals.	15	3.33	93.3	7%	53%	40%	
43. Understands that collaboration often leads to more innovative and effective solutions.	15	3.13	86.7	13%	60%	27%	
44. Builds consensus among team members.	15	3.00	86.7	13%	73%	13%	
45. Regularly seeks feedback from employees on how to improve collaboration and acts on their suggestions.	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. Is a trustworthy and credible partner.	3.29	3.40	+0.11 ▲
41. Develops networks and builds alliances across departments.	3.29	3.33	+0.04 ▲
42. Collaborates with team members to achieve common goals.	3.41	3.33	-0.08 ▼
43. Understands that collaboration often leads to more innovative and effective solutions.	3.35	3.13	-0.22 ▼
44. Builds consensus among team members.	3.18	3.00	-0.18 ▼
45. Regularly seeks feedback from employees on how to improve collaboration and acts on their suggestions.	3.35	3.53	+0.18 ▲

Comments:

- I hope she knows how much I value her and how I've come to rely on her knowledge, self-assurance and wisdom.
- She has a very engaging style which generates trust and respect.
- We are so lucky to have her a Manager. She is so attentive when anyone needs to talk to her, she is quick to respond to the needs of our unit or the individual.
- ___ exemplifies outstanding professionalism.
- ___ is passionate about her role and does a fantastic job of working with other departments to improve process flows.
- ___ is very knowledgeable in the area of Information Technology, and seems very interested in gaining further expertise in Operations.

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 was excited to come on board under ___'s leadership when she hired me, and I began working here in March of this year.
- ___ does a great job at demonstrating the value of her team to the organization.
- ___ offers support to her managers in a style that is engaging, consistent, and motivating.
- I know she is busy, but the information requests or answers to emailed questions can slow things down. Communicate more directly and more often.
- I feel safe and comfortable going to her for any reason. I am very glad to have her for a Director, and also as a partner and teammate.
- I think ___ could provide more leadership to our organization in its desire to sustain a high level of engagement if we empower her and are willing to follow.

What do you like best about working with this individual?

- She stays in her office, and is largely oblivious to the daily activities of customer service.
- I feel like I can run things past her and she will give me her honest feedback on how to proceed.
- I can give concrete examples of how ___ actually exceeds -all- of the other elements of this performance review.
- Very approachable. Listens to problems and always willing to assist in coming up with solutions.
- ___ 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.
- She has integrity, dependability, and a desire to constantly improve.

What do you like least about working with this individual?

- You can count on ___ to be honest and stay true to commitments.
- I have worked on several performance improvement projects with ___ and have appreciated her knowledge and reliability with collaboration.
- ___ is very sharp and plays a vital role in this organization
- ___ has been very supportive for me in my new role as technical specialist. She has offered support and direction by listening to my issues and concerns within the department and directing me to the appropriate resources within the [CompanyName] System.
- She quickly addresses any challenges that may arise.
- I thoroughly enjoy working with ___ and she has been very helpful with the rework IS did with their job descriptions.

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

- She involves our team and holds us accountable out of respect.
- I would like to see her expand personal long-term goals at the company.
- ___ is a true transformational leader who focuses on developing the talents and interests of individual staff members. With six departments reporting to her, she has broadened her perspective from seeing individual departments, to visions of integrated teams that are customer centered.
- She is also very enthusiastic and energetic.
- 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.
- ___ has an incredible vision for our organization's strategy and improvement efforts.

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

- ___ is a very solid manager who meets or exceeds expectations of her role.
- She challenges the executive leadership group to play an active part in implementing and evaluating improvements.
- She consistently helps us in problem solving a variety of issues.
- ___ can be viewed as confrontational in her demeanor. She likes to be challenged. To her credit, she strives to improve when told what needs to change.
- Is sincerely a role model for everything one would look for in a role model as a team member.
- ___ is the best supervisor I've ever had; she leads by example, and is always clear on her expectations of her employees.

Any final comments?

- I truly enjoy working with ____. She is a great worker who is clear in her direction/expectations and provides valuable insight when asked. I have worked with her on several conceptual projects and she has been a valued team member every time.
- When in need, she picks the appropriate person to conquer a task, project, initiative or strategy.
- I think ___ is doing a wonderful job in her new role here at this [CompanyName]. She has quickly become a vital part of the team. She is about to take on an even bigger role in the coming months and I think that she will demonstrate that she is very capable leader. I am glad that she has joined us.
- I think ___ has improved in her communication style and leadership style. Where I would suggest improvement is she can escalate at times which tends to shut down team communication. Staff and managers are reluctant to speak up and make sure they understand or are clear on what is needed.
- ___ encourages us as directors to go out with one voice and keeps us accountable.
- She is strongly committed to continuous improvement and fosters an environment where improvement ideas are welcomed, discussed openly, and experimented on.