



Feedback Results
Your CompanyName Here
2025

Sample Employee

Results Generated by HR-Survey

December 2025

Introduction

What you will find in this report

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

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

Goals of the 360 Degree Feedback

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

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

Receiving Feedback

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

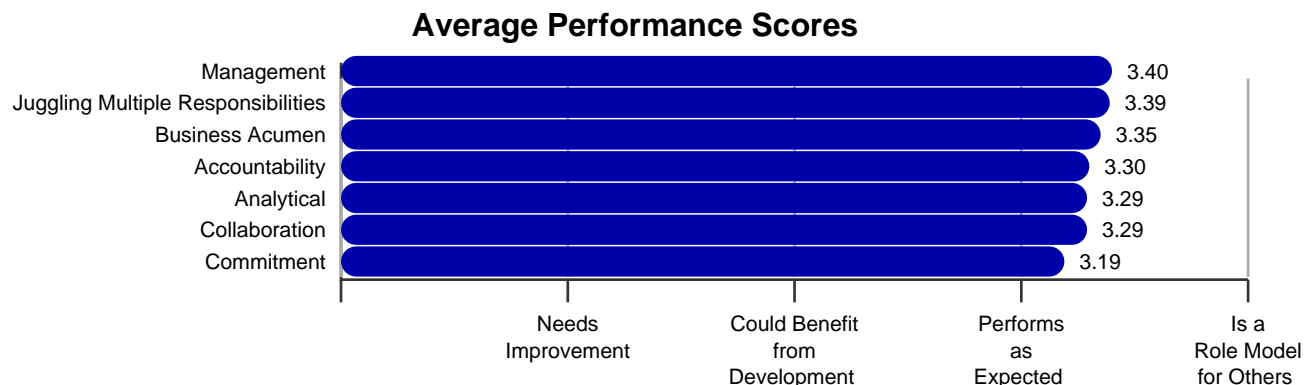
What to Do with Your Feedback

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

Summary

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



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
1. This manager makes you feel enthusiastic about your work.	15	3.20	93.3	7%	67%		27%
2. Encourages staff to spend more time on work related activities.	15	3.87	100.0	13%	87%		
3. Articulates strategic direction in a way that inspires and guides others.	15	3.33	93.3	7%	53%		40%
4. Ensures departmental strategies are aligned with broader organizational goals and cross-functional priorities.	15	3.60	93.3	7%	27%	67%	
5. Clearly communicates the scope of authority employees have when making decisions.	15	3.33	93.3	7%	53%		40%
6. Adjusts strategic plans based on shifts in market conditions, stakeholder needs, or internal capabilities.	15	3.20	93.3	7%	60%		33%
7. Links feedback to the specific role requirements for the job.	15	3.20	86.7	13%	53%		33%
8. Communicates specific standards to ensure alignment and accountability.	15	3.40	93.3	7%	47%		47%
9. Identifies early signs of disengagement or underperformance and intervenes constructively.	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. This manager makes you feel enthusiastic about your work.	3.29	3.20	-0.09 ▼
2. Encourages staff to spend more time on work related activities.	3.65	3.87	+0.22 ▲
3. Articulates strategic direction in a way that inspires and guides others.	3.18	3.33	+0.16 ▲
4. Ensures departmental strategies are aligned with broader organizational goals and cross-functional priorities.	3.41	3.60	+0.19 ▲
5. Clearly communicates the scope of authority employees have when making decisions.	3.24	3.33	+0.10 ▲
6. Adjusts strategic plans based on shifts in market conditions, stakeholder needs, or internal capabilities.	3.24	3.20	-0.04 ▼
7. Links feedback to the specific role requirements for the job.	3.41	3.20	-0.21 ▼
8. Communicates specific standards to ensure alignment and accountability.	3.24	3.40	+0.16 ▲
9. Identifies early signs of disengagement or underperformance and intervenes constructively.	3.18	3.47	+0.29 ▲

Comments:

- I garner ideas from her regularly and look to her as a mentor.
- ___ is professional in communication verbally, but misses hearing some important items that are verbalized to her.
- ___ needs no improvement
- She is also good with follow up to make sure that the issue was resolved in a satisfactory manner.
- 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.
- She is an excellent communicator. The only real opportunity I see is around translating her data and observations into solid action plans to drive improvement.

Accountability

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. Takes responsibility for errors and actively works to correct them.	15	3.47	93.3	7%	40%	53%	
11. Chooses integrity over convenience.	15	3.53	100.0		47%	53%	
12. Is someone you can trust.	15	3.27	100.0		73%	27%	
13. Handles sensitive information with discretion and confidentiality.	15	3.33	100.0		67%	33%	
14. Takes responsibility for errors in the production line.	15	3.13	86.7	13%	60%	27%	
15. Informs the supervisor if progress on the task has been delayed.	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. Takes responsibility for errors and actively works to correct them.	3.35	3.47	+0.11 ▲
11. Chooses integrity over convenience.	3.47	3.53	+0.06 ▲
12. Is someone you can trust.	3.47	3.27	-0.20 ▼
13. Handles sensitive information with discretion and confidentiality.	3.35	3.33	-0.02 ▼
14. Takes responsibility for errors in the production line.	3.18	3.13	-0.04 ▼
15. Informs the supervisor if progress on the task has been delayed.	3.00	3.07	+0.07 ▲

Comments:

- I honestly cannot think of anything to recommend that would help her to improve at this point.
- ___ is not my manager but have worked with her quite a bit recently and have gained a lot of respect for her knowledge of contracts.
- ___ is professional, collaborative. . . a great team member.
- ___ 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.
- The few problems we have experienced during these changes is a reflection of ___'s leadership.
- Sometimes work is pushed forward when she doesn't understand underlying issues and work needed.

Business Acumen

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. Collects valuable customer insights to ensure our services meet their needs.	15	3.40	93.3	7%	47%	47%	
17. Ensures employees have easy access to relevant information.	15	3.27	93.3	7%	60%	33%	
18. Calculates return on investment (ROI) for various business projects.	14	3.00	92.9	7%	79%	14%	
19. Develops strategic plans to promote business and organizational strengths.	15	3.47	100.0		53%	47%	
20. Anticipates business cycles and trends and makes strategic adjustments in a timely manner.	15	3.40	93.3	7%	47%	47%	
21. Facilitates creativity and innovation in individuals by helping them understand different aspects of the business.	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. Collects valuable customer insights to ensure our services meet their needs.	3.65	3.40	-0.25 ▼
17. Ensures employees have easy access to relevant information.	3.47	3.27	-0.20 ▼
18. Calculates return on investment (ROI) for various business projects.	3.12	3.00	-0.12 ▼
19. Develops strategic plans to promote business and organizational strengths.	3.59	3.47	-0.12 ▼
20. Anticipates business cycles and trends and makes strategic adjustments in a timely manner.	3.29	3.40	+0.11 ▲
21. Facilitates creativity and innovation in individuals by helping them understand different aspects of the business.	3.35	3.53	+0.18 ▲

Comments:

- She is a great mentor and coach. I look forward to working with ___ as our division moves forward with helping the organization develop strategies around improving customer service and experience.
- ___ 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.
- Since we all have things we need to be aware of, she is protective and proud of her staff, which can make it difficult to have true conversations about performance outcomes and process improvement opportunities. She may want to be aware of this when asking for feedback.
- Building relationships of trust to enhance safety is an important part of our approach.
- I have truly appreciated her guidance.
- ___, more than anyone, takes what she's learned with Core Competencies and implements them.

Analytical

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. Prioritizes precision in the data collection process.	15	3.00	80.0	20%	60%		20%
23. Analyzes and consolidates data from several sources to develop logical insights.	15	2.87	80.0	20%	73%		7%
24. Helps employees to understand the issues better by using logic and research carefully.	15	3.47	100.0		53%		47%
25. Considers both risks and costs alongside the potential benefits and success rates when making decisions.	15	3.67	100.0		33%		67%
26. Understands how to develop critical and analytical thinking.	15	3.40	93.3	7%	47%		47%
27. Distills issues down to their core items.	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. Prioritizes precision in the data collection process.	3.00	3.00	
23. Analyzes and consolidates data from several sources to develop logical insights.	2.88	2.87	-0.02 ▼
24. Helps employees to understand the issues better by using logic and research carefully.	3.00	3.47	+0.47 ▲
25. Considers both risks and costs alongside the potential benefits and success rates when making decisions.	3.76	3.67	-0.10 ▼
26. Understands how to develop critical and analytical thinking.	3.53	3.40	-0.13 ▼
27. Distills issues down to their core items.	3.12	3.33	+0.22 ▲

Comments:

- she has patience.
- She is a fantastic resource.
- She is a strong leader and it will make her even stronger to listen to her employees. I would encourage her to listen more before reacting, her employees have good insight and will become more engaged.
- ___ is respected by the team and they openly seek out her advise or opinion.
- My interaction with ___ is very limited, but when I have requested time with her, she makes time for me.
- ___ is a team player and effective in her role.

Juggling Multiple Responsibilities

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. Works diligently to complete newly assigned tasks.	15	3.53	100.0	47%	53%		
29. Regularly reviews task timelines and adjusts sequencing based on shifting priorities or resource constraints.	15	3.67	100.0	33%	67%		
30. Uses mental models or checklists to track progress across multiple simultaneous responsibilities.	15	3.33	100.0	67%	33%		
31. Prioritizes in real time to align shifting business needs with team capacity and customer expectations.	15	3.20	86.7	13%	53%	33%	
32. Encourages team members to take initiative by assigning tasks that challenge their current capabilities.	15	3.40	100.0	60%	40%		
33. Models resilience and composure under pressure, creating an environment for others to step up.	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. Works diligently to complete newly assigned tasks.	3.41	3.53	+0.12 ▲
29. Regularly reviews task timelines and adjusts sequencing based on shifting priorities or resource constraints.	3.59	3.67	+0.08 ▲
30. Uses mental models or checklists to track progress across multiple simultaneous responsibilities.	3.41	3.33	-0.08 ▼
31. Prioritizes in real time to align shifting business needs with team capacity and customer expectations.	3.18	3.20	+0.02 ▲
32. Encourages team members to take initiative by assigning tasks that challenge their current capabilities.	3.35	3.40	+0.05 ▲
33. Models resilience and composure under pressure, creating an environment for others to step up.	3.18	3.20	+0.02 ▲

Comments:

- She is very effective and she has learned so much about our product.
- Good Team Player! Good decision making skills. A hard worker.
- She does talk using technical language (Information Technology) but will explain what she means if I don't understand.
- She can fall behind on projects without providing timely feedback.
- She has established credibility and trust with all the directors and managers.
- ___ is a reliable and valued colleague. She is collaborative, respectful and professional with her team members and customers outside the organization.

Commitment

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. Mobilizes commitment to core values that sustain collaboration and performance.	15	3.27	93.3	7%	60%	33%	
35. Drives momentum by setting clear deadlines, ensuring commitments are pursued with focus and timeliness.	15	3.00	80.0	20%	60%	20%	
36. Models transparency in commitment, showing that ownership of a task means being answerable for both successes and setbacks.	15	3.20	93.3	7%	67%	27%	
37. Exemplifies ownership by consistently prioritizing the department's goals and outcomes.	15	3.27	93.3	7%	60%	33%	
38. Seeks high-level commitment from senior managers before proceeding.	15	3.27	86.7	13%	47%	40%	
39. Sets the standard for ownership and commitment to collective results.	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. Mobilizes commitment to core values that sustain collaboration and performance.	2.88	3.27	+0.38 ▲
35. Drives momentum by setting clear deadlines, ensuring commitments are pursued with focus and timeliness.	3.18	3.00	-0.18 ▼
36. Models transparency in commitment, showing that ownership of a task means being answerable for both successes and setbacks.	3.18	3.20	+0.02 ▲
37. Exemplifies ownership by consistently prioritizing the department's goals and outcomes.	3.35	3.27	-0.09 ▼
38. Seeks high-level commitment from senior managers before proceeding.	3.24	3.27	+0.03 ▲
39. Sets the standard for ownership and commitment to collective results.	3.59	3.13	-0.45 ▼

Comments:

- Communication to staff has greatly improved.
- I have only worked under ___ for a short time but I am impressed often at her excellent leadership skills and ability to guide her staff under the competency model.
- She also provided valuable input on making a hiring decision about an individual who offered great potential but lacked experience.
- I appreciate her receptiveness and openness and her sense of humor.
- ___ should consider continuing to expand her technical expertise and understanding of Epic beyond her comfort zone.
- Has the experience needed.

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. Shares skills and time to help the team thrive.	15	3.40	93.3	7%	47%	47%	
41. Collaborates in time, effort, and expertise to help achieve success.	15	3.33	93.3	7%	53%	40%	
42. Includes all stakeholders in the decision making process.	15	3.33	93.3	7%	53%	40%	
43. Respects other group/team members.	15	3.13	86.7	13%	60%	27%	
44. Makes decisions with other members of the group.	15	3.00	86.7	13%	73%	13%	
45. Rewards collaborative efforts of team members.	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. Shares skills and time to help the team thrive.	3.29	3.40	+0.11 ▲
41. Collaborates in time, effort, and expertise to help achieve success.	3.29	3.33	+0.04 ▲
42. Includes all stakeholders in the decision making process.	3.41	3.33	-0.08 ▼
43. Respects other group/team members.	3.35	3.13	-0.22 ▼
44. Makes decisions with other members of the group.	3.18	3.00	-0.18 ▼
45. Rewards collaborative efforts of team members.	3.35	3.53	+0.18 ▲

Comments:

- ___ 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.
- I had the opportunity to work very closely with ___ this year on a very important and sensitive issue. I was not only impressed, but amazed at the experience.
- When ___ was tapped for the VP position I was very pleased as she was a very good director.
- ___ continues to be a wonderful boss and mentor.
- ___ is a valuable member of the leadership team and routinely contributes perspectives missed by others.
- ___'s unit appears to be functioning well in regards to outcomes so she should be proud of her leadership abilities.

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?

- ___ is always working collaboratively with many different teams not only within the organization but within the community
- ___ 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.
- Our department had a supervisor that was causing a lot of frustration for the staff that she supervised. This supervisor is no longer with our organization.
- A willingness and flexibility to pitch in help where needed is important.
- Experience, mentoring and self-confidence.
- She always makes a point to make sure she has all appropriate data and information before making decisions, soliciting input or passing judgment on an issue.

What do you like best about working with this individual?

- I am always impressed by ___'s insight into our processes so that we continuously strive to improve and be consistent.
- ___ has made great strides with increasing communication and teamwork within her reports.
- Help subordinates grow by challenging them to solve a problem instead of providing the answers.
- ___ is a great resource for the organization. She is very approachable and has many years of experience to offer the many [CompanyName] departments she works with. I am on a committee that she runs and she is an excellent meeting facilitator.
- ___ is a very effective leader and excellent communicator.
- In every interaction that I have had with ___, I have found her to be professional, reliable, and engaged in the process.

What do you like least about working with this individual?

- This year ___ was responsible for hiring the line staff. Throughout this process she engaged her management team, staff and team members to ensure the right candidate was picked.
- She can see the fine details well for unit needs that fits into the organization's mission and the needs of the staff.
- I feel she has my back and empowers me to make decisions in her absence ensuring she will have my back.
- She allows self-starter employees to take ownership of tasks/improvements and doesn't hover, but is available when you need her. She has monthly meetings with our team to keep everyone current and allow employees to make suggestions for change and improvement for workflow and cost saving ideas.
- One of the main reasons I am here is because of ___.
- ___ is a steady leader who maintains her objectivity during stressful times.

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

- She always takes the time to listen to all of us and never gives you the impression that she's rushing you. She doesn't dismiss any issues you bring to her, no matter how small. Any time you need to talk to her, you know that she will really HEAR YOU!
- She is always asking for input and feedback. Her understanding of the Core measures role was little to start, but she has become incredibly savvy at understanding the issues and barriers that impact my role. She does not micromanage and allows me to go out and work through issues after giving me support and guidance through the entire process.
- We are so lucky to have her as 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.
- ___ is a pleasure to work with; she is a valued resource and is constantly seeking to improve our operations.
- I do not have knowledge of ___'s own department and how she hires, assigns, or fits with her team.
- Sometimes comes across as stubborn and unwilling to try to understand opposing views of an issue.

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

- I know ___ is working with her director and HR business partner in understanding her role as a operational manager.
- I have not had any issues with ___ since I have been working for her.
- Her confidence allows her to take on any task and also allows her to lead a team of leaders effectively.
- Provides reinforcement and feedback within the context of the overall business strategy.
- She had done amazingly well considering all of the global threats to the product line.
- She is a great teammate!

Any final comments?

- ___ came to [CompanyName] and has done a wonderful job of getting the message out.
- ___ is approachable and professional in her interaction with staff and with customers.
- 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.
- She listens to the team.
- I have not had any issues with ___ since I have been working for her.
- ___ is a hands on leader in our program.