



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.

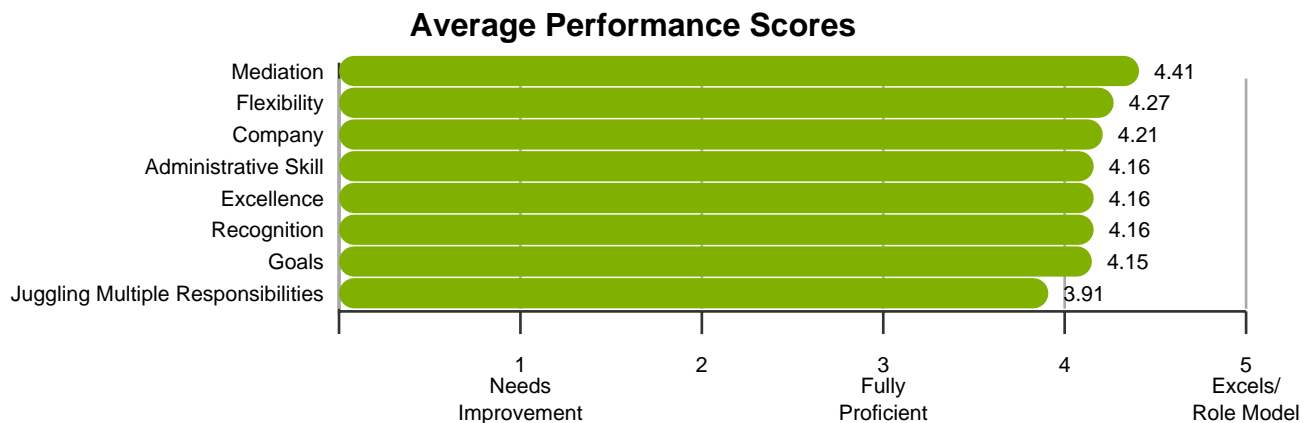
What to Do with Your Feedback

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

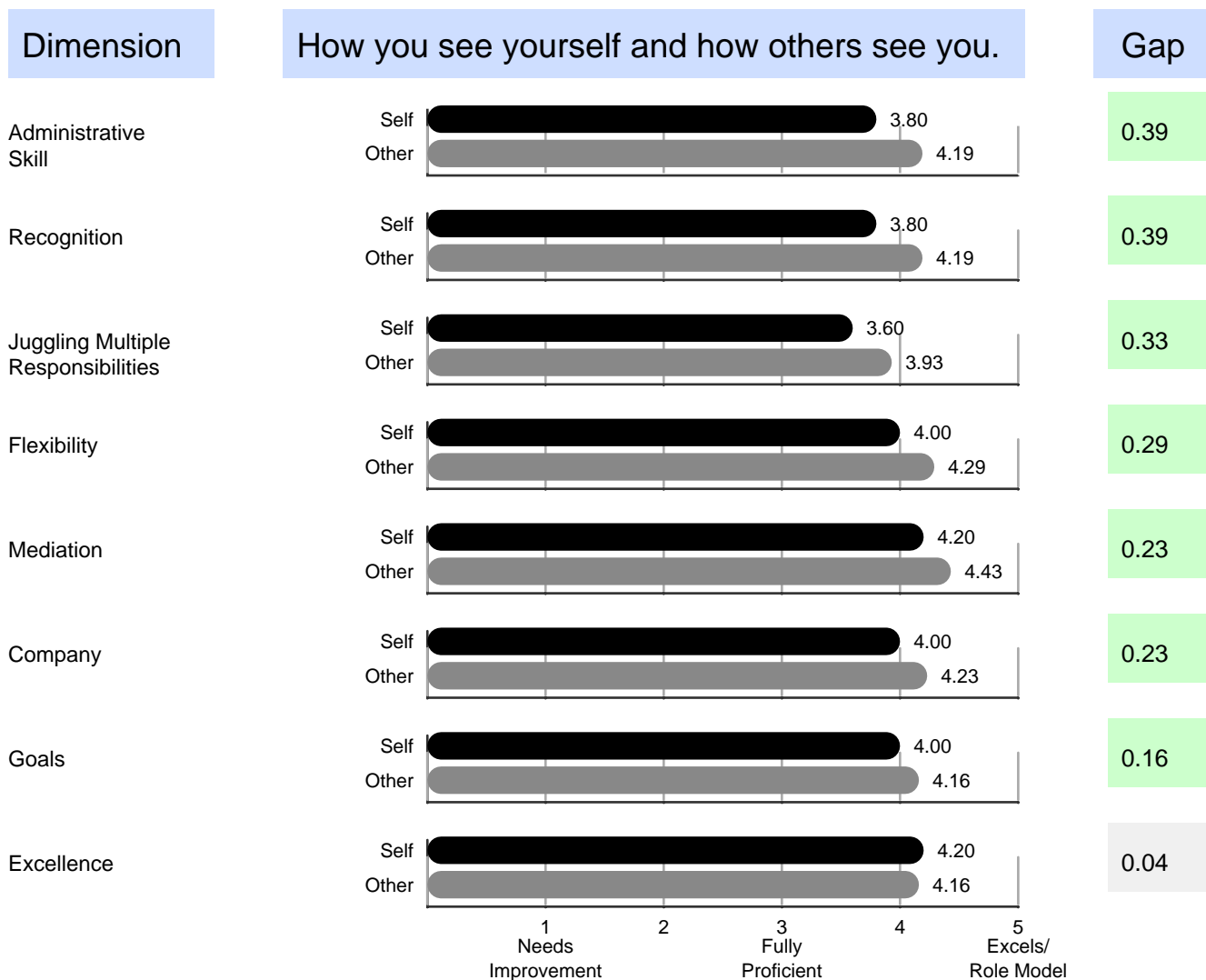
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 8 major dimensions of leadership.

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.



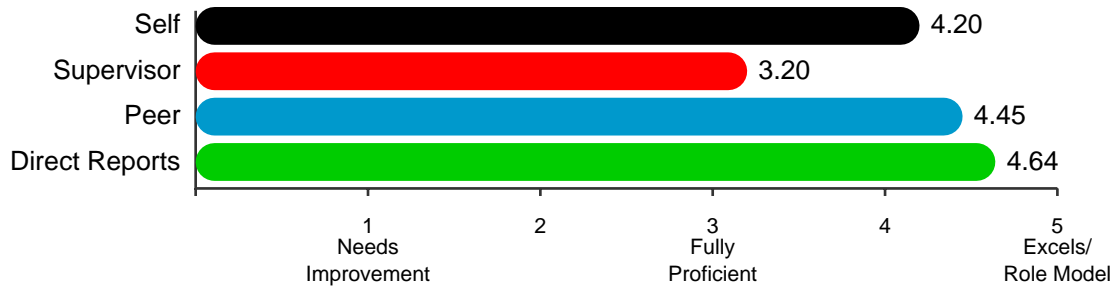
Gap Analysis

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.



Mediation

Summary Scores



1. Facilitates reaching agreement between the two parties.



2. Listens without judgment and reflects back concerns to show understanding and care.



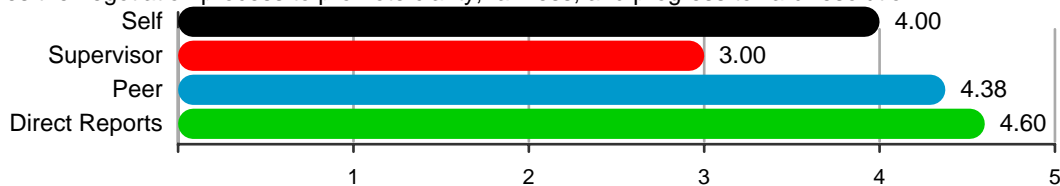
3. Reframes language or tone to maintain constructive dialogue.



4. Guides parties through impasse by reframing issues and exploring alternative solutions.



5. Structures the negotiation process to promote clarity, fairness, and progress toward resolution.



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).

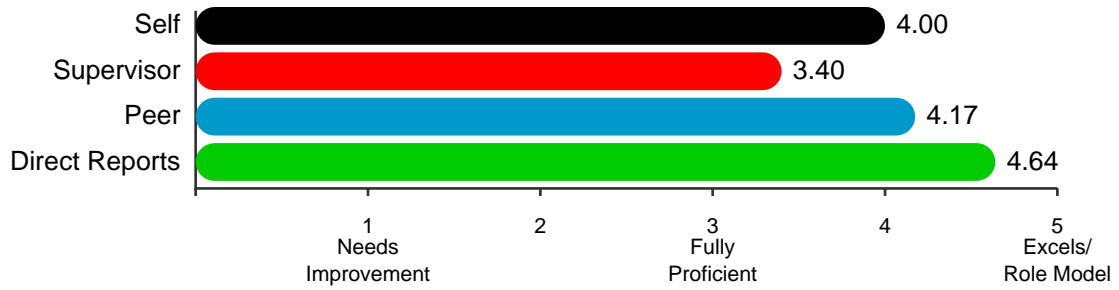
Item	n	Avg	LOA	Needs Improvement	Fully Proficient	Excels/ Role Model
1. Facilitates reaching agreement between the two parties.	15	4.20	93.3	7%	67%	27%
2. Listens without judgment and reflects back concerns to show understanding and care.	15	4.87	100.0	13%	87%	
3. Reframes language or tone to maintain constructive dialogue.	15	4.27	93.3	7%	60%	33%
4. Guides parties through impasse by reframing issues and exploring alternative solutions.	15	4.40	86.7	13%	33%	53%
5. Structures the negotiation process to promote clarity, fairness, and progress toward resolution.	15	4.33	93.3	7%	53%	40%

Comments:

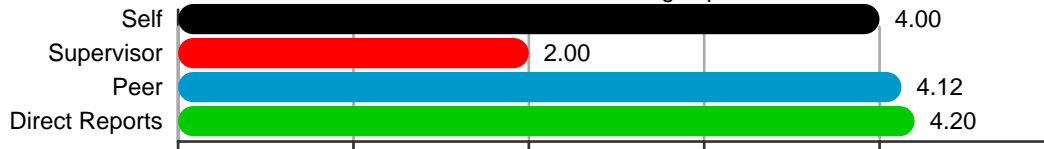
- _____ is a role model for development of professional relationships and respects the viewpoints of others demonstrated by his open communication style and ability to tactfully move through difficult communications.
- _____ is a great partner in Systems Implementation.
- I will always welcome _____'s direct, honest, caring feedback.
- I believe he is a great asset to [CompanyName] and he has grown quickly in a short period of time.
- _____ is very dedicated. He makes sure he is here all times of the day to capture evening shift staff.
- Charts progress and makes timely interventions to ensure desired outcomes are achieved.

Flexibility

Summary Scores



6. Innovates skills and modifies behaviors to remain flexible in addressing important issues.



7. Is able to change their approach to solving a problem based on new information.



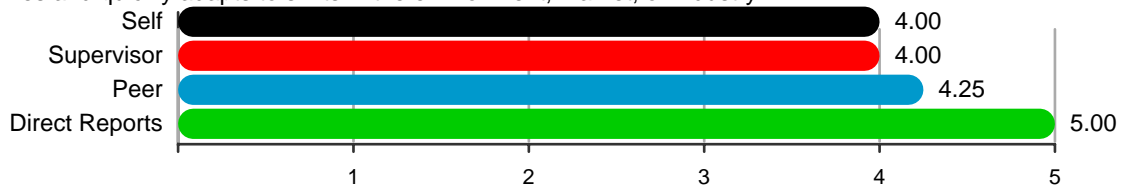
8. Is able to bounce back from obstacles.



9. Will pivot strategies, operations, or processes in real-time to meet new challenges or seize new opportunities.



10. Recognizes and quickly adapts to shifts in the environment, market, or industry.



Level of Skill

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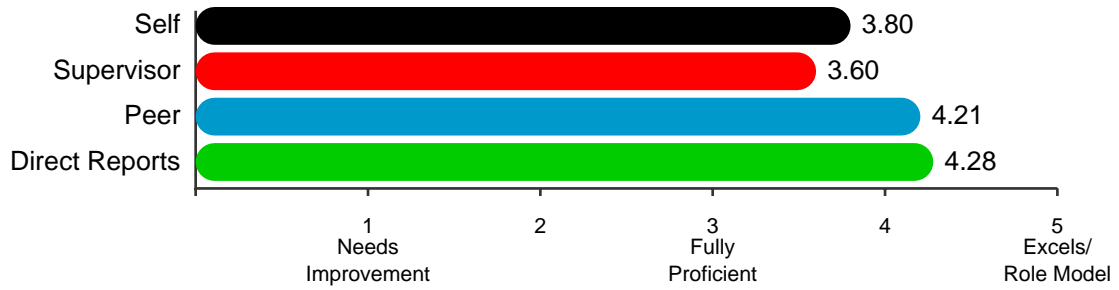
Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
6. Innovates skills and modifies behaviors to remain flexible in addressing important issues.	15	4.00	80.0	7%	13%	53%	27%
7. Is able to change their approach to solving a problem based on new information.	15	4.07	80.0		20%	53%	27%
8. Is able to bounce back from obstacles.	15	4.33	93.3	7%		47%	47%
9. Will pivot strategies, operations, or processes in real-time to meet new challenges or seize new opportunities.	15	4.47	93.3	7%		40%	53%
10. Recognizes and quickly adapts to shifts in the environment, market, or industry.	15	4.47	93.3	7%		40%	53%

Comments:

- _____ has the technical skills: such a the computer program knowledge, budget knowledge, ability to collaborate with his peers and other organizations when needed.
- _____ has the ability to recognize an individuals talent and utilize their skills. He moves at a fast pace and oversee's a large volume of work/projects. To accomplish this he knows he needs a top notch team.
- He tends to sometimes get confused about decisions we've made and consequently incorrect information is given following the meeting.
- He is very knowledgeable about System Workflows and ensures that the departments are working cohesively with one another.
- _____ will sometimes delegate work while continuing to do his own work on the same project he delegated without including the employee he originally delegated the work to. This can make talented employees feel frustrated and lead to wasted time and energy.
- _____ is very supportive of Core Competency and concepts. The one concept that _____ refers to consistently is what we respect most is people's ability to think.

Administrative Skill

Summary Scores



11. Maintains appropriate levels of supplies and re-orders supplies as needed.



12. Effective at scheduling project activities and assignments.



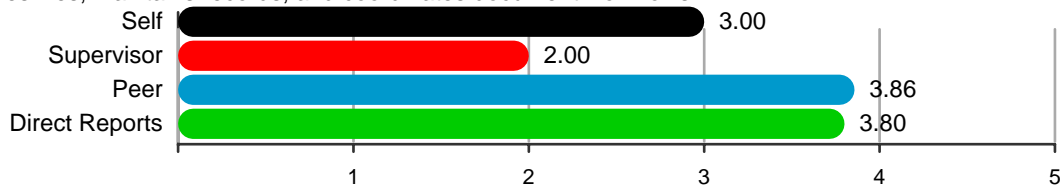
13. Implements and uses performance measures.



14. Has effective oral and written communication skills.



15. Organizes files, maintains records, and coordinates document workflows.



Level of Skill

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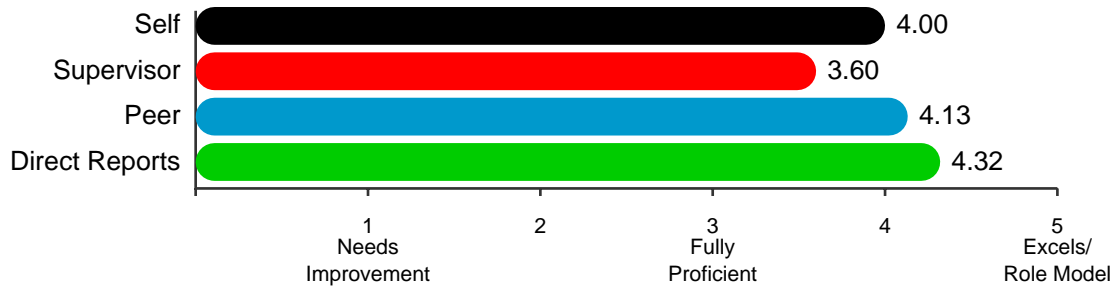
Item	n	Avg	LOA	Needs Improvement	Fully Proficient	Excels/ Role Model
11. Maintains appropriate levels of supplies and re-orders supplies as needed.	15	4.60	100.0	40%	60%	
12. Effective at scheduling project activities and assignments.	15	4.27	100.0	73%	27%	
13. Implements and uses performance measures.	15	4.33	100.0	67%	33%	
14. Has effective oral and written communication skills.	15	3.93	73.3	27%	53%	20%
15. Organizes files, maintains records, and coordinates document workflows.	14	3.64	57.1	14%	29%	36% 21%

Comments:

- He makes sound decisions and is a great role model in communication, teamwork, and engagement.
- _____'s style of leading a team is both refreshing and different than what I have experienced in the past.
- Clear communication about our goals for our department.. Has been very helpful to me in dealing with staff/personnel issues
- He has done a very good job of engaging the team in the common goal of achieving high quality outcomes.
- _____ has not been afraid to make difficult decisions to improve customer service. He is keenly aware of the strengths of those around him and ensures a good fit between demonstrated performance and tasks.
- He has a talent for breaking through the bureaucracy of [CompanyName] administration and keeping his attention on improving his department.

Goals

Summary Scores



16. Conducts timely follow-up; keeps others informed on a need to know basis.



17. Creates or uses existing tools to collect and analyze data from sources such as surveys, financial reports, or log files.



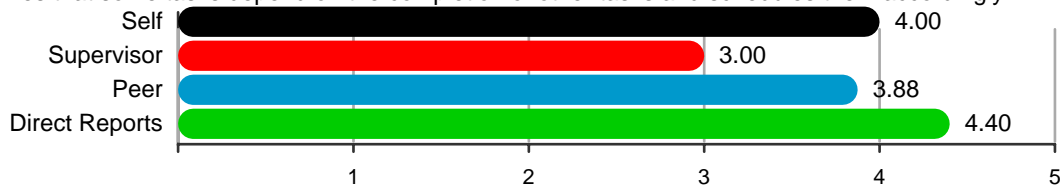
18. Prioritizes tasks and delegates when necessary to efficiently allocate time, resources and efforts to the completion of goals.



19. Adheres to established schedules and timelines to effectively achieve goals.



20. Recognizes that some tasks depend on the completion of other tasks and schedules them accordingly.



Level of Skill

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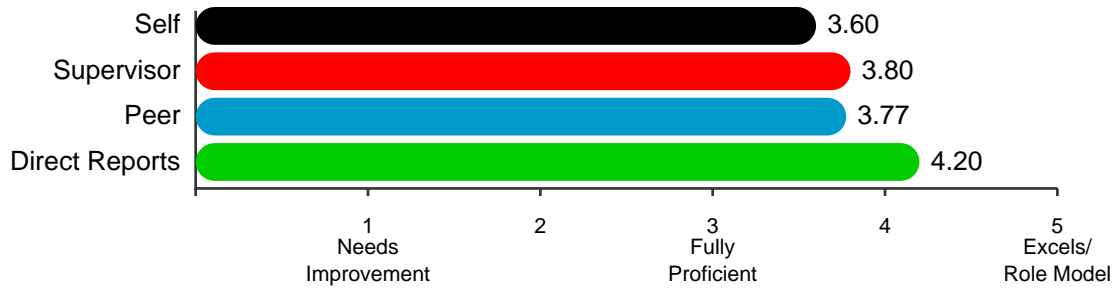
Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
16. Conducts timely follow-up; keeps others informed on a need to know basis.	15	4.33	86.7	13%	40%	47%	
17. Creates or uses existing tools to collect and analyze data from sources such as surveys, financial reports, or log files.	15	4.27	93.3	7%	60%	33%	
18. Prioritizes tasks and delegates when necessary to efficiently allocate time, resources and efforts to the completion of goals.	14	4.00	92.9	7%	86%	7%	
19. Adheres to established schedules and timelines to effectively achieve goals.	14	4.14	85.7	7%	7%	50%	36%
20. Recognizes that some tasks depend on the completion of other tasks and schedules them accordingly.	15	4.00	66.7	7%	27%	27%	40%

Comments:

- He could help teammates by becoming more proficient in some areas.
- _____ is a good leader because he gives examples through his own behavior.
- _____ always presents himself in the most professional manner.
- I think _____ has done an excellent job as our Manager. I think it has been a challenging transition to the role since the staff respected and admired our past Manager. I also think there were many things as a unit we were lacking or not handling well when _____ took over and I feel _____ has risen to the occasion and handled himself well.
- My only constructive feedback would be for him to continue to be aware of how his personal style when he has strong feelings about something can, at times, shut down contrary views/opinions from the group. He may want to consider open ended questions from others to draw out their thoughts and then sharing his perspective as a balance.
- He can be too quick to focus on perceived weaknesses instead of leaning into strengths.

Juggling Multiple Responsibilities

Summary Scores



21. Celebrates team wins and progress during high-pressure periods to reinforce collective efficacy.



22. Determines if specific tasks should be delegated to subordinates.



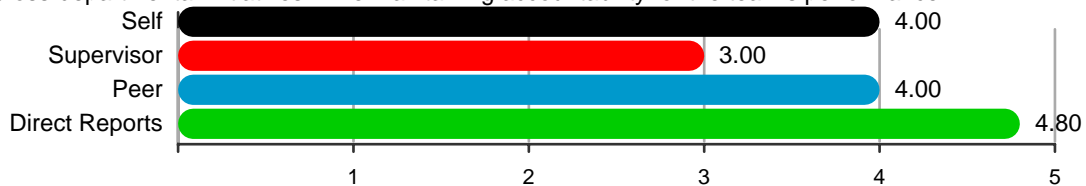
23. Breaks down complex projects into prioritized, manageable components.



24. Avoids bottlenecks in progress by assigning multiple individuals to critical tasks.



25. Leads cross-departmental initiatives while maintaining accountability for the team's performance.



Level of Skill

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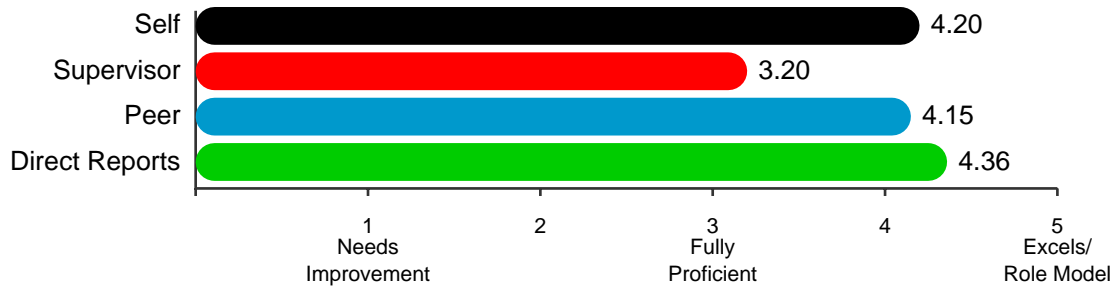
Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
21. Celebrates team wins and progress during high-pressure periods to reinforce collective efficacy.	15	4.00	66.7	13%	20%	20%	47%
22. Determines if specific tasks should be delegated to subordinates.	15	3.47	53.3	13%	33%	47%	7%
23. Breaks down complex projects into prioritized, manageable components.	15	3.60	66.7	13%	20%	60%	7%
24. Avoids bottlenecks in progress by assigning multiple individuals to critical tasks.	15	4.27	86.7	7%	7%	40%	47%
25. Leads cross-departmental initiatives while maintaining accountability for the team's performance.	15	4.20	80.0	7%	13%	33%	47%

Comments:

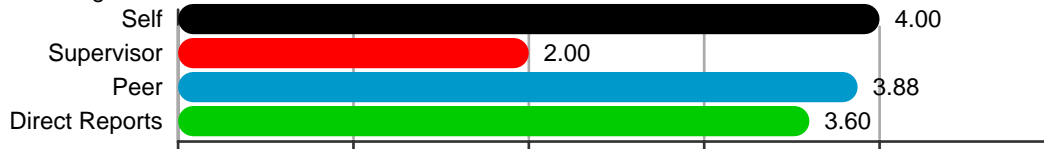
- _____'s knowledge, expertise, and workflow comprehension are some of the strengths most valued by teammates. Leadership changes over the last year, have not allowed opportunities to showcase his strengths and [CompanyName] has not capitalized on them.
- he is trying to prove his strengths and be a firm leader in the organization, however when he makes these decisions before hearing all sides, he appears as if he does not care about the consequences.
- Provides reinforcement and feedback within the context of the overall business strategy.
- He is a great teammate.
- _____ excels in defining outcomes and expectations. He isn't afraid to make difficult decisions and is passionate about placing the right candidate with the right job. He is very effective in his communication. The thing I most appreciate about _____ is his enthusiasm about work, his dedication to teach others, and his passion to improve processes.
- The work we do is focused on the people so often that we forget to mention the entire reason is all about the customer.

Excellence

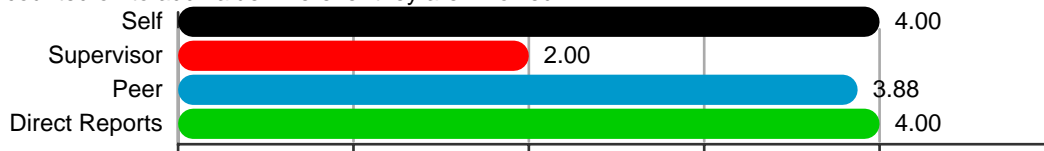
Summary Scores



26. Is planful and organized.



27. Can be counted on to add value wherever they are involved.



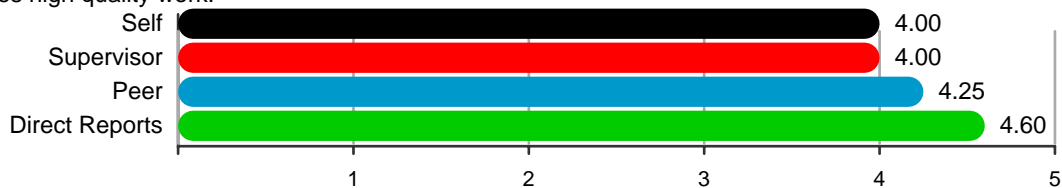
28. Keeps themselves and others focused on constant improvement.



29. Demonstrates the functional or technical skills necessary to do their job.



30. Produces high quality work.



Level of Skill

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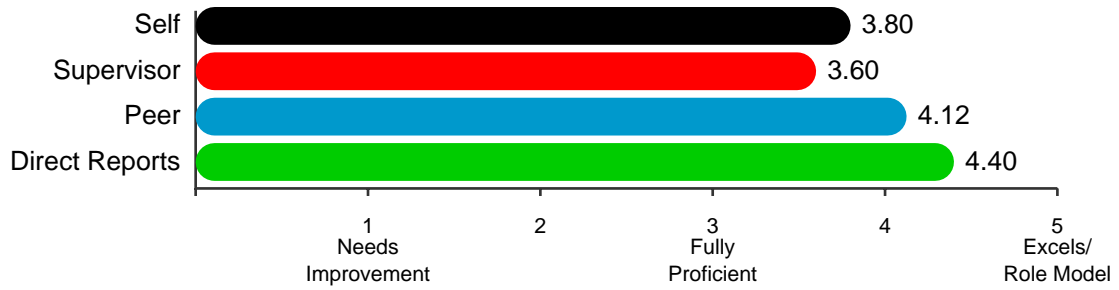
Item	n	Avg	LOA	Needs Improvement		Fully Proficient		Excels/ Role Model
26. Is planful and organized.	15	3.67	66.7	20%	13%	47%		20%
27. Can be counted on to add value wherever they are involved.	15	3.80	73.3	20%	7%	47%		27%
28. Keeps themselves and others focused on constant improvement.	15	4.33	86.7	13%		40%		47%
29. Demonstrates the functional or technical skills necessary to do their job.	15	4.67	100.0			33%		67%
30. Produces high quality work.	15	4.33	100.0			67%		33%

Comments:

- _____ will sometimes delegate work while continuing to do his own work on the same project he delegated without including the employee he originally delegated the work to. This can make talented employees feel frustrated and lead to wasted time and energy.
- _____ has been here a short time, but I have believe from attending meeting with him and by his actions in the department, he is the right person to lead us forward in our growth and changes.
- _____ is a great resource to me when I have HR or professional development issues. I count on him for his support and sound advice.
- When in need, he picks the appropriate person to conquer a task, project, initiative or strategy.
- He will always be able to state that he did everything he could, he gives this job his all!
- _____ Constantly encourages collaboration with all departments and [CompanyName] as a whole.

Recognition

Summary Scores



31. Offers recognition that reflects the employee's strengths, dedication, and values.



32. Measures improvements in performance from recognition programs.



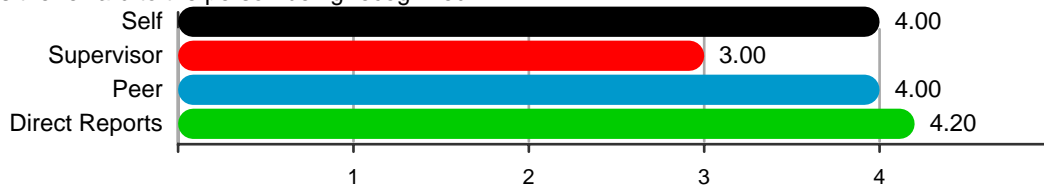
33. Uses both formal and informal rewards to recognize employees.



34. Creates recognition programs that drive improvements in organizational performance.



35. Matches the reward to the person being recognized.



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).

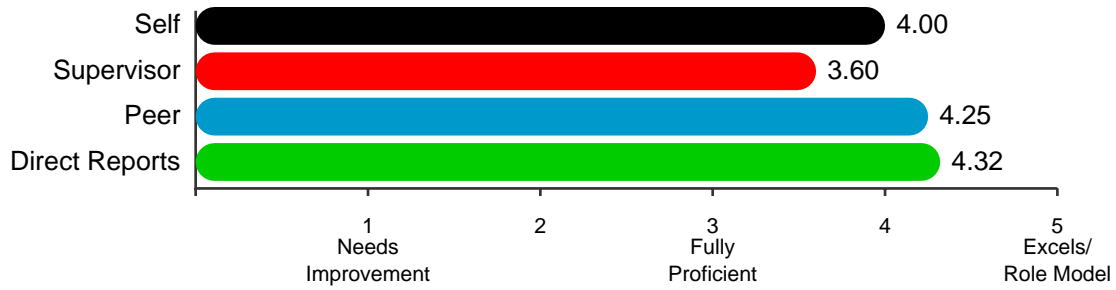
Item	n	Avg	LOA	Needs Improvement	Fully Proficient	Excels/ Role Model
31. Offers recognition that reflects the employee's strengths, dedication, and values.	15	4.07	80.0	20%	53%	27%
32. Measures improvements in performance from recognition programs.	15	4.47	100.0		53%	47%
33. Uses both formal and informal rewards to recognize employees.	15	4.13	80.0	20%	47%	33%
34. Creates recognition programs that drive improvements in organizational performance.	15	4.13	86.7	13%	60%	27%
35. Matches the reward to the person being recognized.	15	4.00	80.0	20%	60%	20%

Comments:

- Dependability, with whatever is needed.
- We have a very strong team in finance. There has been significant turnover but the efforts _____ and I have put into staff engagements have been significant. These should be weaved into our evaluations.
- He goes above and beyond with the amount of time he puts in and all the projects he is working on.
- _____ does routinely demonstrate and encourage collaboration with other departments, but sometimes all of the information does not make it through the whole team or those involved. this has improved but can use a little more work on the consistant side of it.
- He truly is the best Manager I have ever had.
- I am VERY fortunate to be on his team and part of this division.

Company

Summary Scores



36. Attends [Company] gatherings and social events.



37. Promotes a speak-up culture where ethical concerns are welcomed and addressed constructively.



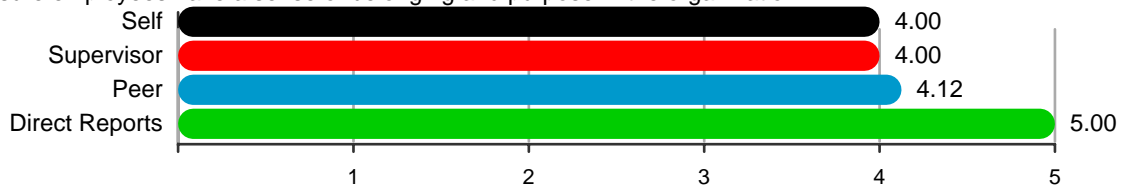
38. Facilitates the strategic changes necessary to ensure the organization is able to compete effectively in the marketplace.



39. Maintains positive relationships between the [Company] and the community.



40. Makes sure employees have a sense of belonging and purpose in the organization.



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
36. Attends [Company] gatherings and social events.	15	4.33	100.0			67%		33%
37. Promotes a speak-up culture where ethical concerns are welcomed and addressed constructively.	15	3.93	80.0	13%	7%	53%		27%
38. Facilitates the strategic changes necessary to ensure the organization is able to compete effectively in the marketplace.	15	4.27	86.7		13%	47%		40%
39. Maintains positive relationships between the [Company] and the community.	15	4.13	86.7		13%	60%		27%
40. Makes sure employees have a sense of belonging and purpose in the organization.	15	4.40	93.3		7%	47%		47%

Comments:

- _____, more than most, takes what we've learned and implements changes.
- Communication to entire team is excellent and helps engage all staff. _____'s visibility to his team has been very positive.
- He could benefit from becoming more comfortable challenging others.
- Gets the job organized and in time. Makes sure all are on the same page and communicates very well.
- I feel safe and comfortable going to him for any reason. I am very glad to have him for a Director, and also as a partner and teammate.
- Has good intentions, but follow through needs more work.

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?

- He sets his expectations high, and delivers a high level of performance herself.
- _____ models teamwork; he is always willing to go the extra mile to assist on a project or help a co-worker.
- As part of the strategic plan, the team is working towards creating an organized workflow for major projects that engages and empowers each member involved in it that encourages their input to provide the most effective end result for the organization.
- _____ has done a great job of working with Directors to understand the current status of their staff's competency education and planning with them to ensure continued development He is extremely customer focused.
- _____ has always been very approachable as a manager, extremely helpful in always maintaining the best customer experience.
- Our department continues to have a very low loss rate.

What do you like best about working with this individual?

- He is well respected by his peers and it is clear to see why.
- It has been a pleasure working with _____. His interactions with customers have improved over the last year.
- _____ is an outstanding listener and provides excellent feedback. He keeps me up to date regarding system leadership goals and concerns. This insight helps to guide division priorities.
- _____'s one weakness (but improving) is making sure all the correct team members have input towards decisions. Part of that may be due to a learning curve in his new position.
- _____ fully updates the unit and staff on needed information. His direction and focus are well explained.
- _____ collaborates well with other departments and managers.

What do you like least about working with this individual?

- _____ has also been open to our offer of assistance in this important project and made an easy transition into a team approach with finance and strategy.
- _____ exercises a leadership style that consistently meets and exceeds the needs of customers, visitors, co-workers, etc. _____ is able to use all listed points under in a way that either provides a service to others or helps others that are providing direct help. _____ is a great mentor and example to those he supervises.
- I think _____ works really hard to engage with everyone of us.
- When I bring a problem to _____ he does not jump in to problem solving mode, which I appreciate because sometimes I already have a solution(s) in mind and want an opportunity to share those with her, rather than his trying to jump to solving my problems for me. If I do not have a solution in mind, he helps me generate possible solutions by asking questions not by trying to solve it for me. I find this to be very valuable.
- Initiative, attitude, and willingness to pitch in.
- He maintains the treatment machines in working condition and keeps the department current with technology and new treatment techniques. One way to improve, that may affect several performance elements, is to see the experience from the customer perspective and to verbalize the customer experience in discussion with the staff. Not only will this focus discussions, but it will let others know that we all share similar values.

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

- I know that _____ would want me to include suggestions on how he could be a better leader. I have really thought long and hard about this, and sincerely cannot think of what he could do differently to improve as a leader. Maybe allow Christmas decor before December?
- _____ has been a consistent resource to the Operations teams as we work in improving our scores.
- _____ is a great motivator and consistently encourages staff as well as acknowledge their roles in Supply Chain Services. Always has a positive attitude.
- I love working with his and hope to continue having his as my supervisor!
- Communication to entire team is excellent and helps engage all staff. _____'s visibility to his team has been very positive.
- He's a very hard worker and always helping out when needed.

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

- Loyalty. Willingness to get it right.
- I admire _____'s decision making skills when it comes to hiring new employees for our department.
- _____ is an amazing manager. He genuinely cares about his staff.
- I really enjoy working with _____. When we discovered there was an issue with the policy we worked together to complete it quickly so it went through committee in a timely manner.
- _____ is the heart and soul of the pharmacy. He has great vision and he 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.
- _____ has improved our means of communication within the department and is receptive to suggestions from his employees.

Any final comments?

- _____ is a great director, knows his scope of work extremely well, acts and reacts accordingly. Does all the right things all the time to keep the department top notch.
- I believe he is a great asset to [CompanyName] and he has grown quickly in a short period of time.
- He collaborates with all departments and operates under shared governance.
- He holds everyone to such a high standard, you don't want to disappoint him.
- In his role as a director, I have seen _____ continually role modeling expectations that reflect a clear customer service focus resulting in the best customer experience.
- He holds himself to an even higher standard than he expects of his team, and that is respected throughout the organization.