



Feedback Results  
Your CompanyName Here  
2025

Sample Employee

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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.

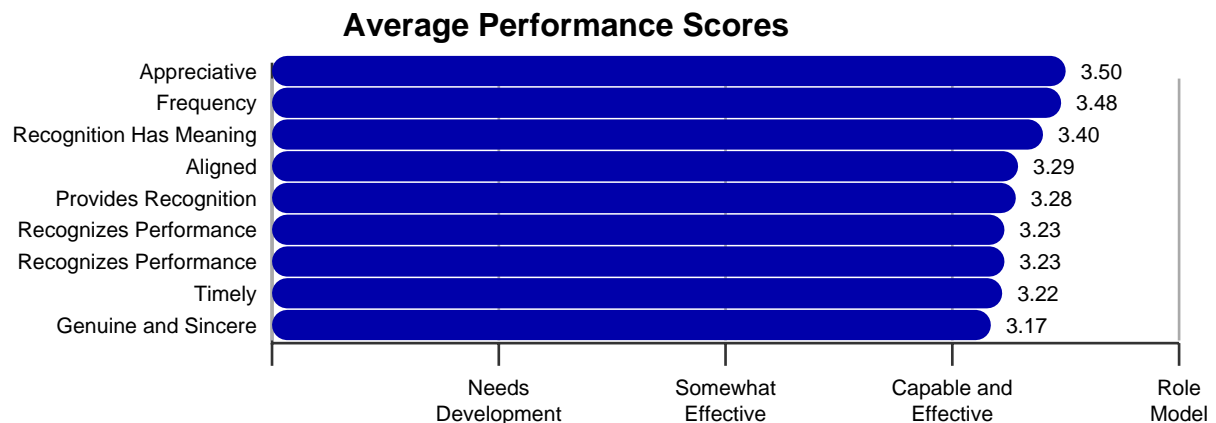
## What to Do with Your Feedback

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

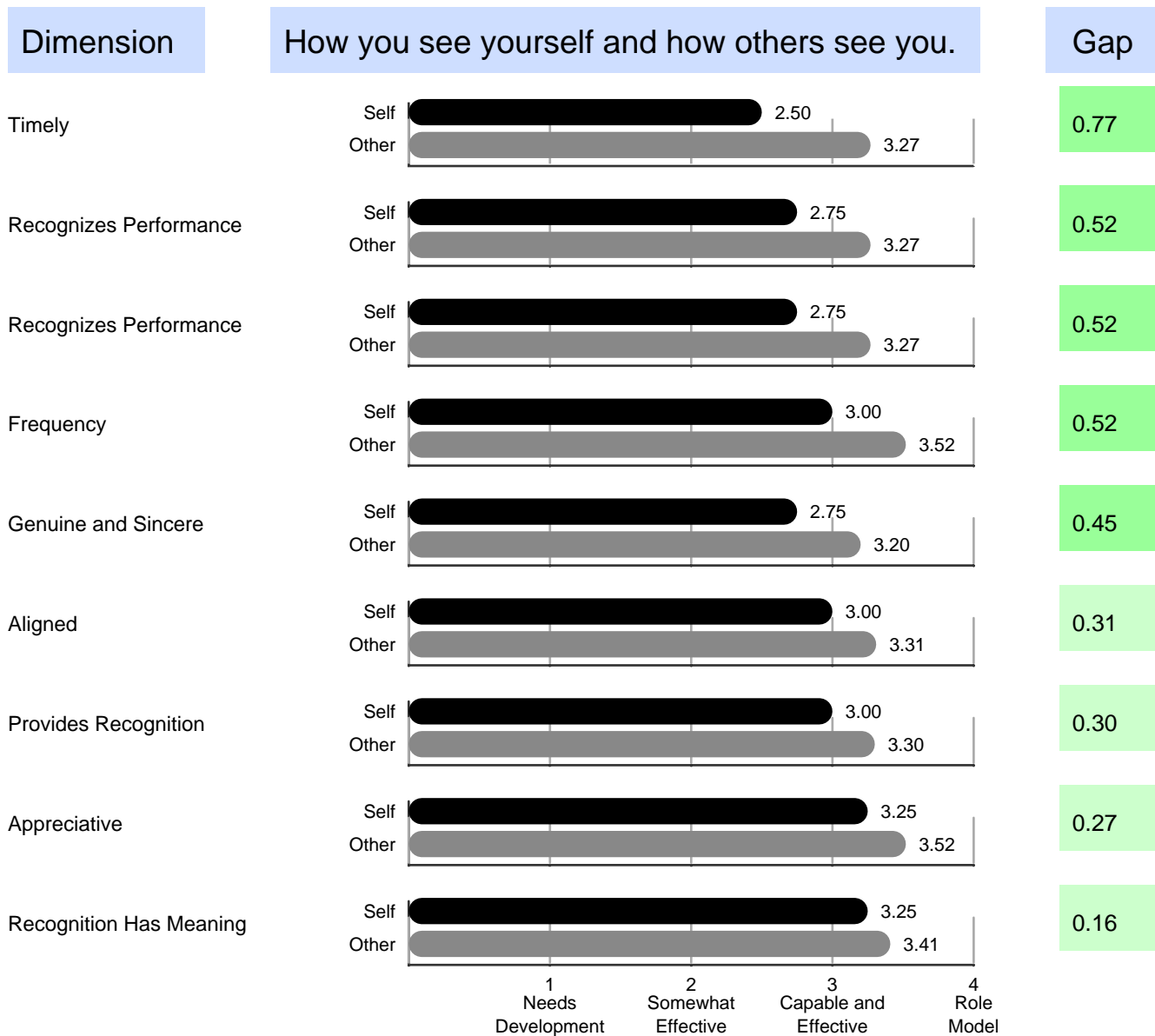
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 9 major dimensions of leadership.

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.



# Appreciative

## 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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
1. Expresses appreciation in informal settings.	15	3.20	93.3	7%	67%		27%
2. Shows appreciation for the employee by offering praise.	15	3.87	100.0	13%	87%		
3. Acknowledges and appreciates the worth of employees.	15	3.33	93.3	7%	53%		40%
4. Says "thank you" to show appreciation for work of others.	15	3.60	93.3	7%	27%	67%	

## 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. Expresses appreciation in informal settings.	3.29	3.20	-0.09 ▼
2. Shows appreciation for the employee by offering praise.	3.65	3.87	+0.22 ▲
3. Acknowledges and appreciates the worth of employees.	3.18	3.33	+0.16 ▲
4. Says "thank you" to show appreciation for work of others.	3.41	3.60	+0.19 ▲

## Comments:

- \_\_\_ has done a wonderful job in supporting her team and making herself available.
- She does not ask for anything from her team that she is not willing to do, or has done himeself.
- By applying vision, strategy and activation in her day to day decisions she aspires us to be the best leaders we can be.
- Provide more frequent development feedback.
- \_\_\_ is an extremely effective leader.
- \_\_\_ has been very effective with writing up the standards for operating within the department, using both perspectives from staff and a recent hire in order to make the standards very clear. I appreciate the way she approaches a problem, using Competency methods and training to provide examples for the rest of us. I really appreciate \_\_\_ !

## Provides Recognition

### 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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
5. Finds opportunities to recognize others.	15	3.33	93.3	7%	53%	40%	
6. Offers recognition to peers and colleagues.	15	3.20	93.3	7%	60%	33%	
7. Engages in employee recognition activities.	15	3.20	86.7	13%	53%	33%	
8. Recognizes the abilities and skills of self and others	15	3.40	93.3	7%	47%	47%	

### 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
5. Finds opportunities to recognize others.	3.24	3.33	+0.10 ▲
6. Offers recognition to peers and colleagues.	3.24	3.20	-0.04 ▼
7. Engages in employee recognition activities.	3.41	3.20	-0.21 ▼
8. Recognizes the abilities and skills of self and others	3.24	3.40	+0.16 ▲

### Comments:

- Even though she is part-time, I don't like the minimal face-to-face exposure.
- She leads by example and is quick to point out areas for improvement as well as quick to give thanks and praise.
- I like it when a supervisor checks-in with me on my work progress and takes the time to review my work(which \_\_\_ does and excellent job of). But when the opportunity arises, sometimes I like it when a supervisor takes the time to sit down with me on a project and workside-by-side to get to a solution.
- When in need, she picks the appropriate person to conquer a task or assignment. She delegates well and seems to know who best to direct projects, questions and or initiatives to.
- She gives you confidence knowing she always has your back.
- She sometimes comes off as confused about organizational/operational direction.

## Recognizes Achievements

### 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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
9. Offers recognition that is contingent upon specific levels of achievement.	15	3.47	93.3	7%	40%	53%	
10. Recognizes the team at the end of long/difficult projects.	15	3.47	93.3	7%	40%	53%	
11. Publicly rewards employee achievements to encourage others to also excel.	15	3.53	100.0		47%	53%	
12. Recognizes team members who offer a significant contribution to a project.	15	3.27	100.0		73%		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
9. Offers recognition that is contingent upon specific levels of achievement.	3.18	3.47	+0.29 ▲
10. Recognizes the team at the end of long/difficult projects.	3.35	3.47	+0.11 ▲
11. Publicly rewards employee achievements to encourage others to also excel.	3.47	3.53	+0.06 ▲
12. Recognizes team members who offer a significant contribution to a project.	3.47	3.27	-0.20 ▼

### Comments:

- \_\_\_ is an outstanding leader. She offers great communication and staff allows know what is expected of them.
- She is a dedicated person who inspires excellence in both staff and customer service.
- She is very professional and caring in her job
- Provide more clarity. Increase your technical knowledge.
- \_\_\_ is very approachable for all departmental staff. She maintains a professional yet personable attitude at all times.
- \_\_\_ likes to finish one thing before going on to the next. Sometimes that can be viewed as not being a team player when there are many projects going on at once.

## Recognizes Performance

### 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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
13. Ensures that above average performance is followed up with recognition.	15	3.33	100.0		67%		33%
14. Keenly aware of performance of employees to know when and where recognition may be warranted.	15	3.13	86.7	13%	60%		27%
15. Creates recognition programs that drive improvements in organizational performance.	15	3.07	80.0	20%	53%		27%
16. Compliments other people when they do good work	15	3.40	93.3	7%	47%		47%

### 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
13. Ensures that above average performance is followed up with recognition.	3.35	3.33	-0.02 ▼
14. Keenly aware of performance of employees to know when and where recognition may be warranted.	3.18	3.13	-0.04 ▼
15. Creates recognition programs that drive improvements in organizational performance.	3.00	3.07	+0.07 ▲
16. Compliments other people when they do good work	3.65	3.40	-0.25 ▼

### Comments:

- \_\_\_ is a very effective leader and excellent communicator.
- I feel that we would not be such a great place if it wasn't for \_\_\_. \_\_\_ is the best!!!!!!
- She is quick to contribute to conversations regarding the company and provides good suggestions to the group.
- \_\_\_ is one of the most hones, ethical individuals I have ever met. I always trust her to make the right decisions for our unit.
- \_\_\_ needs to remove herself from the day-to-day operations of the department and take a bigger picture role, not directing the actions of staff which doesn't give them the opportunity to understand the issues and develop approaches.
- \_\_\_ has consistently demonstrated her ability to provide leadership for a wide ranging collection of departments. No small percentage of the departments in her care are performing at a level worthy of citation when compared to others nationwide.

## Aligned

### 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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
17. Encourages peers and colleagues to recognize each other when their work fits in with the company mission and core values.	15	3.27	93.3	7%	60%	33%	
18. Creates awards that promote or recognize core values of the company.	14	3.00	92.9	7%	79%	14%	
19. Aligns rewards with professional development and individual aspirations.	15	3.47	100.0		53%	47%	
20. Creates a "Collaborator Champion" award to promote and recognize teamwork and collaborative efforts by employees.	15	3.40	93.3	7%	47%	47%	

### 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
17. Encourages peers and colleagues to recognize each other when their work fits in with the company mission and core values.	3.47	3.27	-0.20 ▼
18. Creates awards that promote or recognize core values of the company.	3.12	3.00	-0.12 ▼
19. Aligns rewards with professional development and individual aspirations.	3.59	3.47	-0.12 ▼
20. Creates a "Collaborator Champion" award to promote and recognize teamwork and collaborative efforts by employees.	3.29	3.40	+0.11 ▲

### Comments:

- Lean on team to help reduce burden and establish clear expectations.
- \_\_\_ has worked very hard with the department in a very professional manner. She is an excellent advocate for the staff in the department.
- Her professionalism, willingness to assist in any situation, and integrity are integral to our organizational effectiveness.
- \_\_\_ is also readily available on a daily basis to bounce issues around which is so helpful and much appreciated.
- We are very blessed to have \_\_\_ for our manager! Best one we've EVER had. We appreciate her very much.
- \_\_\_ is a great leader and is committed to her role here at [CompanyName]!

## Timely

### 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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
21. Incorporates recognition into regular meetings, such as weekly team check-ins or monthly town halls.	15	3.53	100.0	47%	53%		
22. Uses internal communication tools or recognition platforms to instantly acknowledge achievements.	15	3.00	80.0	20%	60%	20%	
23. Gives recognition immediately after employees achieve certain levels of performance.	15	2.87	80.0	20%	73%	7%	
24. Offers recognition in a timely manner.	15	3.47	100.0	53%	47%		

### 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
21. Incorporates recognition into regular meetings, such as weekly team check-ins or monthly town halls.	3.35	3.53	+0.18 ▲
22. Uses internal communication tools or recognition platforms to instantly acknowledge achievements.	3.00	3.00	
23. Gives recognition immediately after employees achieve certain levels of performance.	2.88	2.87	-0.02 ▼
24. Offers recognition in a timely manner.	3.00	3.47	+0.47 ▲

### Comments:

- \_\_\_ uses her available resources including the technical specialist and supervisors to aid in decision making processes, to help support our laboratory and move it forward in process improvement.
- \_\_\_ always remains professional in her interactions and I appreciate her direct style of communication.
- \_\_\_ is very committed to the growth of [CompanyName] and adaptable to the various changes within.
- \_\_\_ sets high standards for her team and ensures they perform professionally.
- \_\_\_ is dedicated to this organization, our customers and the employee's she manages. She is always striving for improvement in our department and makes changes where they are needed to achieve our goals.
- She is both the manager and the interim director for the service line.

## Frequency

### 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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
25. Creates awards or recognition for specific service anniversary dates.	15	3.67	100.0	33%	67%		
26. Provides year-end awards and recognition.	15	3.40	93.3	7%	47%	47%	
27. Creates awards at specific intervals (monthly, quarterly, annually) during the year.	15	3.33	93.3	7%	53%	40%	
28. Creates an employee-of-the-month award to recognize high performing employees.	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
25. Creates awards or recognition for specific service anniversary dates.	3.76	3.67	-0.10 ▼
26. Provides year-end awards and recognition.	3.53	3.40	-0.13 ▼
27. Creates awards at specific intervals (monthly, quarterly, annually) during the year.	3.12	3.33	+0.22 ▲
28. Creates an employee-of-the-month award to recognize high performing employees.	3.41	3.53	+0.12 ▲

### Comments:

- \_\_\_ is an amazing manager. She genuinely cares about her staff.
- She demonstrates organizational skills, leadership skills and clear communication skills that she applies everyday at work
- \_\_\_ 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 she supervises.
- I appreciate her style and support.
- She encourages teammates more as a peer than a coach.
- \_\_\_ is an experienced manager whom I believe due to previous leadership and transitions in the department has not been able to fully manage the department independently. What I value about \_\_\_ is that she is very supportive and allows me to work autonomously and yet she is available whenever I need her assistance.

## Recognition Has Meaning

### 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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
29. Accompanies recognition with specific examples of how the employee's work made a difference for the department/organization.	15	3.67	100.0	33%	67%		
30. Offers recognition that is thoughtful and individualized, ensuring that the method and reward suit the person being acknowledged.	15	3.33	100.0		67%		33%
31. Highlights specific contributions, demonstrating to employees how their efforts support department goals and drive success.	15	3.20	86.7	13%	53%		33%
32. Matches the reward to the person being recognized.	15	3.40	100.0		60%		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
29. Accompanies recognition with specific examples of how the employee's work made a difference for the department/organization.	3.59	3.67	+0.08 ▲
30. Offers recognition that is thoughtful and individualized, ensuring that the method and reward suit the person being acknowledged.	3.41	3.33	-0.08 ▼
31. Highlights specific contributions, demonstrating to employees how their efforts support department goals and drive success.	3.18	3.20	+0.02 ▲
32. Matches the reward to the person being recognized.	3.35	3.40	+0.05 ▲

### Comments:

- Her professionalism, willingness to assist in any situation, and integrity are integral to our organizational effectiveness.
- \_\_\_ does not shy away from making the tough calls and is respected by many members of our team.
- \_\_\_ is a wonderful collaborator and leader. It is a treat to be able to work with her.
- Great addition to our team!
- \_\_\_ is deeply invested in the Labor and Delivery unit and it is obvious that her focus is in making it the top choice for customers and employees.
- She always answers my questions even if she's having a busy day or isn't the right person to be asking.

## Genuine and Sincere

### 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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
33. Gives genuine and sincere recognition.	15	3.20	86.7	13%	53%	33%	
34. Expresses recognition consistently and with true respect for an employee's role in the department.	15	3.27	93.3	7%	60%	33%	
35. Fosters a culture of appreciation and sincere recognition.	15	3.00	80.0	20%	60%	20%	
36. Expresses genuine appreciation for the employee's work by mentioning the work that the employee has completed and how it has impacted the organization.	15	3.20	93.3	7%	67%	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
33. Gives genuine and sincere recognition.	3.18	3.20	+0.02 ▲
34. Expresses recognition consistently and with true respect for an employee's role in the department.	2.88	3.27	+0.38 ▲
35. Fosters a culture of appreciation and sincere recognition.	3.18	3.00	-0.18 ▼
36. Expresses genuine appreciation for the employee's work by mentioning the work that the employee has completed and how it has impacted the organization.	3.18	3.20	+0.02 ▲

### Comments:

- It makes my job that much more enjoyable knowing that I have a boss that has my back and would go to bat for me at anytime.
- \_\_\_ does not shy away from making the tough calls and is respected by many members of our team.
- I know I can always count on \_\_\_ to be reliable and respond in a timely manner to my request.
- \_\_\_ has extremely strong communication skills and is able to work in a wide variety of settings.
- \_\_\_ is an outstanding leader. She offers great communication and staff allows know what is expected of them.
- Positive attitude.

## 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?

- The integrity, professionalism and high ethics she exhibits everyday, every time with everyone is remarkable.
- \_\_\_ is a great manager, committed to each employee in our department.
- \_\_\_ is very aware of this as a manager and continues to work with her team to have more awareness. I would encourage her to also use the strengths of her peers to help her through this transition.
- Strive for excellence. Willing to learn. Implement advice from others.
- I value \_\_\_ for so much more than her negotiating skills which are outstanding.
- An all around great person who is knows smart, is not arrogant, willing to teach, and willing to give & receive honest feedback.

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

- Sometimes difficult to understand what is being asked. Provide more clarity.
- \_\_\_ is creative and has great ideas and she's quick to implement her ideas; which leads to change. Change is good, and to help us successfully implement ideas, it would be helpful to take a moment to assess if everyone has a clear understanding of the change. The team has a heavy workload, and it is challenging to focus on change while maintaining focus and quality of work on projects.
- She tends to ask for feedback in group settings, such as Core Competencies, where people are afraid to speak up or do not want to seem disrespectful.
- She has provided training and projects for the billing staff so that they will be confident when working with operations staff. The goal is for billing staff to be able to support operations staff in their efforts to reduce mistakes on the front end and to tackle difficult customer questions.
- \_\_\_ helped to keep us positively focus in the right direction, while keeping us well informed.
- \_\_\_ 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.

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

- I have felt her support since the minute I came to [CompanyName] and appreciate her more every day.
- She is strong in her convictions and does a good job at balancing the need for exceptional customer service and effectively running an organization.
- There have been many changes in each department and \_\_\_'s impeccable ability to support everyone is not only a talent but a true gift she has as a leader.
- \_\_\_ is so attentive to the needs of our department and to the needs of individuals.
- \_\_\_'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 her new position.
- Communication skills as listed are well done, but an important communication skill that is excluded from this list is the art of listening.

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

- Additional feedback and communication.
- \_\_\_ 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.
- \_\_\_ has an open door policy, when in the office, and encourages staff to set up appointments with her when she has many meetings throughout her week.
- She is a great leader.
- She demonstrates organizational skills, leadership skills and clear communication skills that she applies everyday at work
- She makes her expectations clear to her team, reviews the expectations regularly and will provide constructive feedback and offer opportunity for improvement to team members when needed.

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

- Her skills, commitment, integrity and overall management style is something I have admired since I have worked here.
- She engages in interactions positively and professionally. It is obvious that she cares about the service we deliver and the facilities we operate in.
- She is willing to fill in with daily workload when we are short staffed.
- You can count on \_\_\_ to give you the most honest feedback even if it is information you may not want to hear.
- The work \_\_\_ is accomplishing with the System is truly impressive. Coordinating large and disparate groups of managers is no easy task.
- I have been in the work force for over 30 years and had outstanding directors and leaders, however \_\_\_ surpasses anyone I met before.

### Any final comments?

- Manager engages in all categories described above as marked.
- She focuses on the customer and how best to meet their needs. She clearly explains and sets her expectations of the staff and the goals we are striving for. Great customer experience is always at the center of everything we do.
- She has created an environment that promotes self-improvement and high expectations, which is demonstrated by the quality of work we do at [CompanyName]. At the same time, she seems to be able to keep our unit in the financial green.
- \_\_\_ has high expectation of staff, but provides the support needed for success. She is customer, yet will deal with staff who are not willing to make the changes necessary for them to be more effective in their job role.
- \_\_\_ is excellent about offering support if needed but she also allows us to work and she does not micro manage.
- \_\_\_ is committed to our organization and leads by example.