



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.

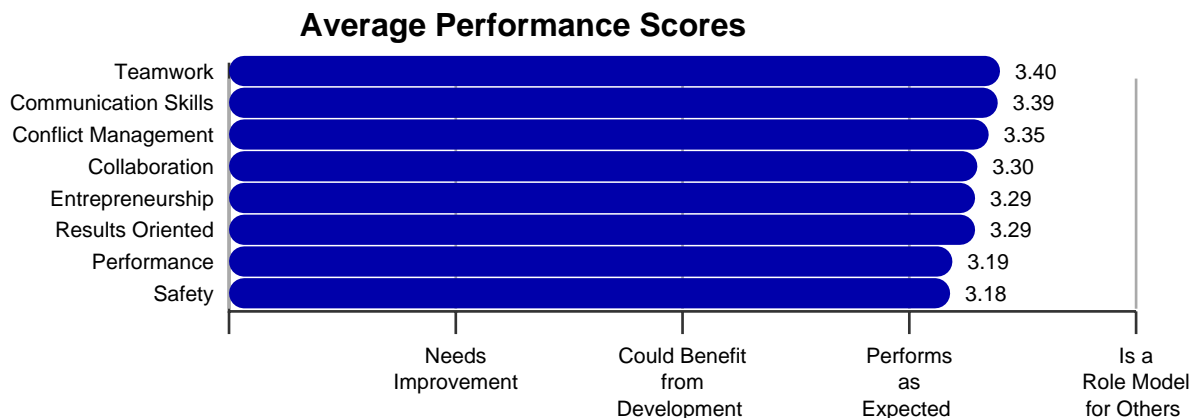
What to Do with Your Feedback

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

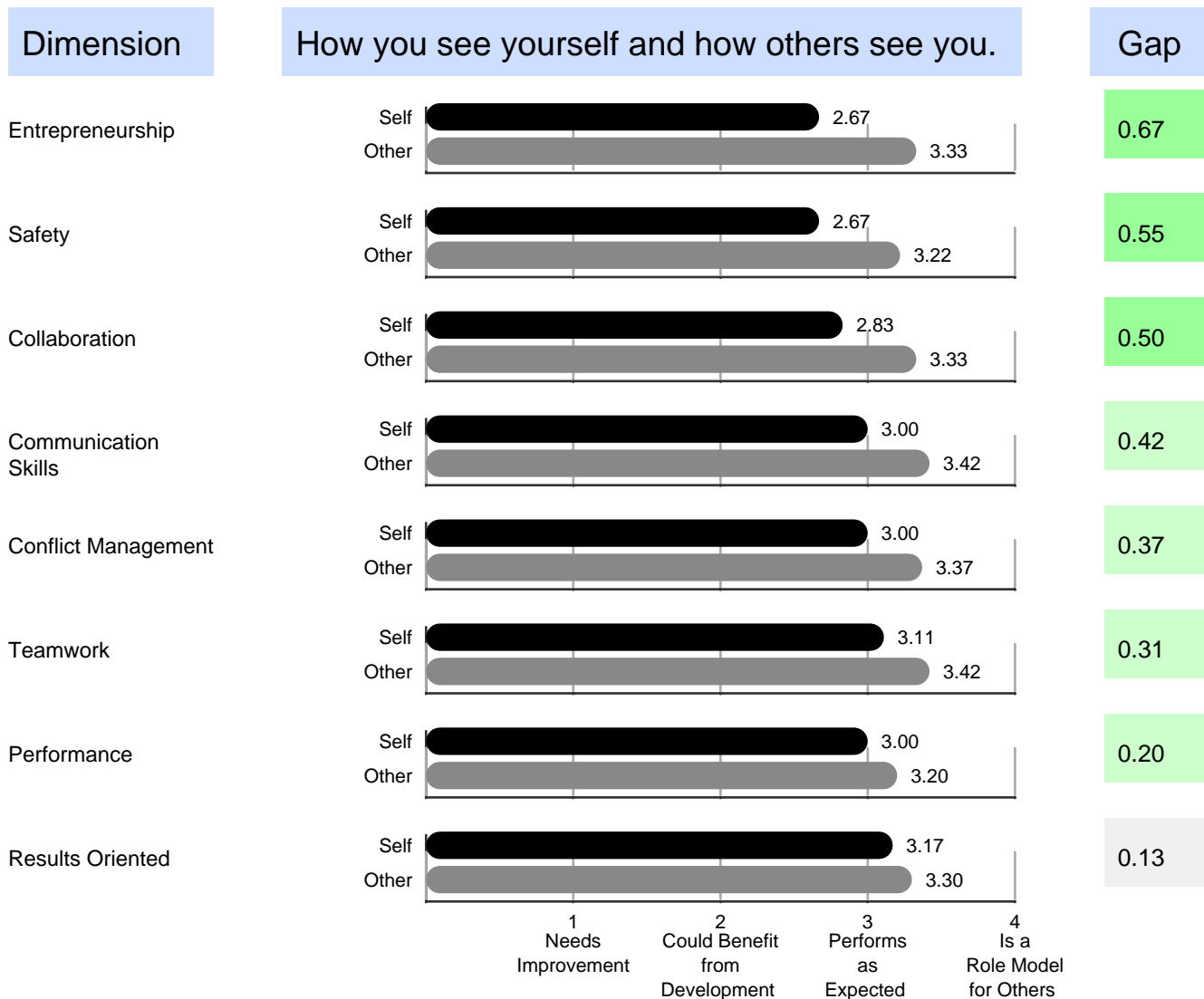
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 8 major dimensions of leadership.

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.



Teamwork

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. Effective team player	15	3.20	93.3	7%	67%	27%	
2. Encourages other team members to adopt new procedures.	15	3.87	100.0	13%	87%		
3. Able to work closely other team members who are considered to be difficult to work with.	15	3.33	93.3	7%	53%	40%	
4. Creates opportunities to learn with other team members	15	3.60	93.3	7%	27%	67%	
5. Works with other team members to achieve objectives.	15	3.33	93.3	7%	53%	40%	
6. Willing to listen to the ideas of other team members.	15	3.20	93.3	7%	60%	33%	
7. Focuses on understanding the other team member's message.	15	3.20	86.7	13%	53%	33%	
8. Treats other team members with respect.	15	3.40	93.3	7%	47%	47%	
9. Is able to accurately paraphrase and summarize what other team members have said.	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. Effective team player	3.29	3.20	-0.09 ▼
2. Encourages other team members to adopt new procedures.	3.65	3.87	+0.22 ▲
3. Able to work closely other team members who are considered to be difficult to work with.	3.18	3.33	+0.16 ▲
4. Creates opportunities to learn with other team members	3.41	3.60	+0.19 ▲
5. Works with other team members to achieve objectives.	3.24	3.33	+0.10 ▲
6. Willing to listen to the ideas of other team members.	3.24	3.20	-0.04 ▼
7. Focuses on understanding the other team member's message.	3.41	3.20	-0.21 ▼
8. Treats other team members with respect.	3.24	3.40	+0.16 ▲
9. Is able to accurately paraphrase and summarize what other team members have said.	3.18	3.47	+0.29 ▲

Comments:

- I enjoyed working with ___ on the project and thought that the Rx team involves were strong partners.
- ___ is a rock amongst the management at [CompanyName].
- I appreciate her perspective and guidance on a variety of things.
-

She is also very enthusiastic and energetic.

- 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.
- She has integrated into Systems more than anyone else. She is truly an asset for [CompanyName]'s work.

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
10. Respectful of others in group discussions.	15	3.47	93.3	7%	40%	53%	
11. Listens to the ideas and suggestions from others.	15	3.53	100.0		47%	53%	
12. Actively seeks opportunities to work with colleagues to address and resolve challenges.	15	3.27	100.0		73%		27%
13. Addresses interpersonal issues with a collaborative mindset.	15	3.33	100.0		67%		33%
14. Works to create innovative ideas from the collaboration with others.	15	3.13	86.7	13%	60%		27%
15. Fosters a collaborative work environment where everyone feels committed to achieve common goals.	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. Respectful of others in group discussions.	3.35	3.47	+0.11 ▲
11. Listens to the ideas and suggestions from others.	3.47	3.53	+0.06 ▲
12. Actively seeks opportunities to work with colleagues to address and resolve challenges.	3.47	3.27	-0.20 ▼
13. Addresses interpersonal issues with a collaborative mindset.	3.35	3.33	-0.02 ▼
14. Works to create innovative ideas from the collaboration with others.	3.18	3.13	-0.04 ▼
15. Fosters a collaborative work environment where everyone feels committed to achieve common goals.	3.00	3.07	+0.07 ▲

Comments:

- Professional Growth: ___ constantly strives to improve. She goes to lectures, seminars, and classes and learns from these.
- ___ is a very effective leader. Her ability to drill down to find root cause with regards to issues, allows her to pin point the real issue instead of the surface issues.
- She guides, influences, supports, facilitates her team towards the achievement of goals.
- She has created a highly engaged team and manages a diverse group of individuals very well.
- She is an effective communicator with her colleagues and I look forward to working with her in the years to come as we taken [CompanyName] to new levels of achievement.
- ___ has always been very approachable as a manager, extremely helpful in always maintaining the best customer experience.

Conflict 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
16. Able to settle disputes equitably.	15	3.40	93.3	7%	47%	47%	
17. Breaks down conflict into component parts (e.g., interests, emotions, miscommunications) to isolate key drivers.	15	3.27	93.3	7%	60%		33%
18. Identifies and takes steps to prevent potential confrontations.	14	3.00	92.9	7%	79%		14%
19. Creates an environment where concerns can be voiced early, making it easier to address issues before they escalate.	15	3.47	100.0		53%		47%
20. Achieves mutually acceptable solutions through collaborative efforts by both parties.	15	3.40	93.3	7%	47%		47%
21. Identifies patterns in recurring conflicts, using historical data or behavioral trends to inform resolution strategies.	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. Able to settle disputes equitably.	3.65	3.40	-0.25 ▼
17. Breaks down conflict into component parts (e.g., interests, emotions, miscommunications) to isolate key drivers.	3.47	3.27	-0.20 ▼
18. Identifies and takes steps to prevent potential confrontations.	3.12	3.00	-0.12 ▼
19. Creates an environment where concerns can be voiced early, making it easier to address issues before they escalate.	3.59	3.47	-0.12 ▼
20. Achieves mutually acceptable solutions through collaborative efforts by both parties.	3.29	3.40	+0.11 ▲
21. Identifies patterns in recurring conflicts, using historical data or behavioral trends to inform resolution strategies.	3.35	3.53	+0.18 ▲

Comments:

- ___ has been a tremendous resource for my own professional development in this department and in recruitment. She openly provides feedback, talks through issues/questions, and engages me in the entire process. She finds opportunities for team to utilize our own strengths in order to contribute to the larger team.
- I think ___ works really hard to engage with everyone of us.
- ___ is professional, collaborative. . .a great team member.
- Having a routine for schedule and coming to office more frequently
- She is a firm believer that all decisions and important discussion is filtered through her direct report and committees with front line staff representation and solicits input and involves front line staff in her everyday work.
- ___ 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.

Entrepreneurship

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. Has a strategic awareness on how to promote the organization.	15	3.00	80.0	20%	60%		20%
23. Able to adapt the department to changing business demands and climate.	15	2.87	80.0	20%	73%		7%
24. Devotes a certain amount of time and effort to developing new business opportunities.	15	3.47	100.0		53%		47%
25. Encourages risk taking for developing potential business opportunities.	15	3.67	100.0		33%		67%
26. Exhibits determination and passion in completion of goals.	15	3.40	93.3	7%	47%		47%
27. Is comfortable operating in an environment of uncertainty.	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. Has a strategic awareness on how to promote the organization.	3.00	3.00	
23. Able to adapt the department to changing business demands and climate.	2.88	2.87	-0.02 ▼
24. Devotes a certain amount of time and effort to developing new business opportunities.	3.00	3.47	+0.47 ▲
25. Encourages risk taking for developing potential business opportunities.	3.76	3.67	-0.10 ▼
26. Exhibits determination and passion in completion of goals.	3.53	3.40	-0.13 ▼
27. Is comfortable operating in an environment of uncertainty.	3.12	3.33	+0.22 ▲

Comments:

- She would benefit from soliciting more feedback and pushing others to do more.
- ___ encourages us as directors to go out with one voice and keeps us accountable.
- She could benefit from becoming more comfortable challenging others.
- She is effective and her knowledge of processes is invaluable.
- ___ has not been afraid to make difficult decisions to improve customer service. She is keenly aware of the strengths of those around her and ensures a good fit between demonstrated performance and tasks.
- Very approachable. Listens to problems and always willing to assist in coming up with solutions.

Communication Skills

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. Keeps the supervisor informed about achievements and milestones.	15	3.53	100.0	47%	53%		
29. Takes on challenging questions and provides instant answers.	15	3.67	100.0	33%	67%		
30. Marks their status as "available" to signal they are open for communication.	15	3.33	100.0	67%	33%		
31. Receives and answers questions - on the spot. S/he has a willingness to address the tough questions.	15	3.20	86.7	13%	53%	33%	
32. Faces the person when speaking or listening to engage in direct communication.	15	3.40	100.0	60%	40%		
33. Responds to questions with accurate and complete answers	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. Keeps the supervisor informed about achievements and milestones.	3.41	3.53	+0.12 ▲
29. Takes on challenging questions and provides instant answers.	3.59	3.67	+0.08 ▲
30. Marks their status as "available" to signal they are open for communication.	3.41	3.33	-0.08 ▼
31. Receives and answers questions - on the spot. S/he has a willingness to address the tough questions.	3.18	3.20	+0.02 ▲
32. Faces the person when speaking or listening to engage in direct communication.	3.35	3.40	+0.05 ▲
33. Responds to questions with accurate and complete answers	3.18	3.20	+0.02 ▲

Comments:

- Her knowledge of what's needed to take us to the next level (designation) is to be commended.
- Become more aware of the impact you have on teammates. Encourage the team to take ownership and lead instead of doing everything for everyone.
- I have appreciated ___'s approach to team work. Close collaborative work between managers is needed to provide high quality to customers.
- She cares deeply for what she does and it shows.
- ___ is concerned about the input of the staff. Has worked to try to improve her responsiveness and performance.
- ___ has good communication skills and works collaboratively within as well as outside her department to improve processes that benefit the organization.

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 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. Effectively organizes resources and plans	15	3.27	93.3	7%	60%	33%	
35. Works effectively in the department.	15	3.00	80.0	20%	60%	20%	
36. Shown significant improvement in job performance.	15	3.20	93.3	7%	67%	27%	
37. Works well in this position.	15	3.27	93.3	7%	60%	33%	
38. Has great overall performance	15	3.27	86.7	13%	47%	40%	
39. Listens and responds to issues and problems	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. Effectively organizes resources and plans	2.88	3.27	+0.38 ▲
35. Works effectively in the department.	3.18	3.00	-0.18 ▼
36. Shown significant improvement in job performance.	3.18	3.20	+0.02 ▲
37. Works well in this position.	3.35	3.27	-0.09 ▼
38. Has great overall performance	3.24	3.27	+0.03 ▲
39. Listens and responds to issues and problems	3.59	3.13	-0.45 ▼

Comments:

- ___ has been excellent about obtaining feedback and our opinions about system and program changes.
- I was excited to come on board under ___'s leadership when she hired me, and I began working here in March of this year.
- I look forward to learning and improving with her and the other members in the division.
- I enjoyed working with ___ on the project and thought that the Rx team involves were strong partners.
- Participating in Core Competency Training has provided me with the tools to implement best practices. I also took the time to reach out to the HR department on-staff trainer and utilize her knowledge for assistance on improving some of my weaker areas. This opportunity is helping re-build my confidence level working here.
- When dealing with HR issues my HR business partner is always involved.

Results Oriented

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 considered a high achiever.	15	3.40	93.3	7%	47%	47%	
41. Demonstrates persistence and focus even when facing repeated setbacks.	15	3.33	93.3	7%	53%	40%	
42. Quickly analyzes the situation to determine the most pressing needs.	15	3.33	93.3	7%	53%	40%	
43. Establishes benchmarks to be met when working on projects.	15	3.13	86.7	13%	60%	27%	
44. Produces a high volume of work.	15	3.00	86.7	13%	73%	13%	
45. Adjusts timelines and deliverables in response to evolving stakeholder needs.	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 considered a high achiever.	3.29	3.40	+0.11 ▲
41. Demonstrates persistence and focus even when facing repeated setbacks.	3.29	3.33	+0.04 ▲
42. Quickly analyzes the situation to determine the most pressing needs.	3.41	3.33	-0.08 ▼
43. Establishes benchmarks to be met when working on projects.	3.35	3.13	-0.22 ▼
44. Produces a high volume of work.	3.18	3.00	-0.18 ▼
45. Adjusts timelines and deliverables in response to evolving stakeholder needs.	3.35	3.53	+0.18 ▲

Comments:

- ___ always readily shares information which helps facilitate communication with staff in a timely and effective manner.
- I have not seen a lot of shared decision making. What I have see is her telling them what she needs and including them in the roll out....and asking them for their feedback.. this process might be more in response to the type of change and timelines. Again she has not had a lot of time to do this.
- ___ has done a superb job in outlining expectations for her staff. She has a unique ability to segment work, clearly define goals, and move forward with processes in a meaningful manner.
- 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.
- ___ is very committed to finding and selecting an employee who will have the knoweldge, skills, expertise and passion to take our process improvement to the next level. Her high standards for excellence are admirable and inspiring.
- She is excellent at helping/coaching/problem-solving with others.

Safety

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
46. Develops a strong safety culture.	15	3.00	86.7	13%	73%		13%
47. Participates in safety training as applicable.	15	3.20	93.3	7%	60%		33%
48. Works to implement corrective safety measures.	15	3.20	93.3	7%	67%		27%
49. Develops a culture of safety.	15	3.40	93.3	7%	47%		47%
50. Is not afraid to question a potential safety issue observed in the workplace.	15	3.13	80.0	7%	13%	40%	40%
51. Keeps accurate safety records.	14	3.14	92.9	7%	71%		21%

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
46. Develops a strong safety culture.	3.24	3.00	-0.24 ▼
47. Participates in safety training as applicable.	3.00	3.20	+0.20 ▲
48. Works to implement corrective safety measures.	3.18	3.20	+0.02 ▲
49. Develops a culture of safety.	3.35	3.40	+0.05 ▲
50. Is not afraid to question a potential safety issue observed in the workplace.	3.29	3.13	-0.16 ▼
51. Keeps accurate safety records.	3.24	3.14	-0.09 ▼

Comments:

- When a failure can be targeted to one person, have a one-on-one conversation rather than giving a blanket statement to the entire group.
- It is often difficult to contact ___ and email communication may take a long period for a reply.
- I am still learning how to work with ___ so sometimes I have a difficulty understanding where she is coming from and in the process of working through this it there is some uncertainty that is created.
- ___ encourages our staff to strive to be the best that we can be.
- ___ is conscientious and expedient in her approach to work. She gets things done quickly and efficiently.
- ___ has always been helpful in working to assess the current situation and then partner with us to determine next steps.

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?

- 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.
- Great addition to the department!
- I was excited to come on board under ___'s leadership when she hired me, and I began working here in March of this year.
- I have found that when ___ has hit a barrier or road block in accomplishing a task or goal she is quick to overcome it and take action.
- ___ is always willing and routinely seeks opportunities to work with other departments.
- 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.

What do you like best about working with this individual?

- I have participated in multiple interviews with ___ and she is always clear that the individual selected be one with the right talents- not just skills.
- ___ routinely goes out of her way to make work a more engaging experience.
- She is quick and willing to aid.
- When issues or questions are raised in the department, ___ follows thru to address them in a timely manner.
- ___ is an outstanding manager.
- ___ 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.

What do you like least about working with this individual?

- She is open to suggestions given her that may improve our workflow processes and offers very good ideas and feedback when a problem or concern is brought to her attention.
- ___ does an amazing job of keeping us well informed of changes, and consistently asking us if we understand our roles and responsibilities and if there is anything we need to fulfill our position.
- ___ has been very supportive of me and the Institute.
- ___ has improved in her interaction with other departments. But this is an area that she could continue to work on.
- Our department is growing and the manager is embracing this growth and consistently reviewing the processes to promote best quality service.
- She is a great teammate!

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

- ___ has an opportunity to communicate more courteously when having to move through the bureaucracy within our organization, e.g. planning and program directives or policies and procedures.
- ___ exemplifies outstanding professionalism.
- Because we lack clear direction and often focus or priorities, it can be extremely frustrating to work effectively and feel successful.
- She constantly asks for feedback and input to important decisions and genuinely listens and considers what her staff's opinions.
- Is always available to assist with issues, all scopes business or personal.
- She is an effective communicator with her colleagues and I look forward to working with her in the years to come as we taken [CompanyName] to new levels of achievement.

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

- ___ is a strong leader. She encourages those reporting under her to make decisions and supports each one of us. She discusses outcomes and how decisions might be made differently when required but teaches in each opportunity so that we can learn and grow as leaders also. Always thinking about succession planning for the organization.
- I know I can always count on ___ to consistently encourage collaboration and system perspective.
- I appreciate that ___ promotes within, asks staff if they are interested in an opportunity within the department. I feel that this motivates, engages and encourages staff.
- I think that ___ is making good strides in setting expectations through clear communication.
- She has inspired a new meaning of professionalism in the time she has spent here and can be counted on to advocate for the profession in all she says and does.
- ___ has improved in all of the areas identified as needing improvement. However staff report that she can still be difficult at times.

Any final comments?

- She does talk using technical language (Information Technology) but will explain what she means if I don't understand.
- She allows me to give my opinion then discusses the best solution to an opportunity, whether that be to return to the table for more evidence or present what is already known.
- Provide regular updates on the progress of work/tasks/projects.
- ___ does a great job in supporting and engaging all of her employees.
- I appreciate the straight forward style of leadership ___ uses.
- ___ is dedicated, putting in long days and long hours and is accessible to both staff and her leadership team by phone or email.