



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.

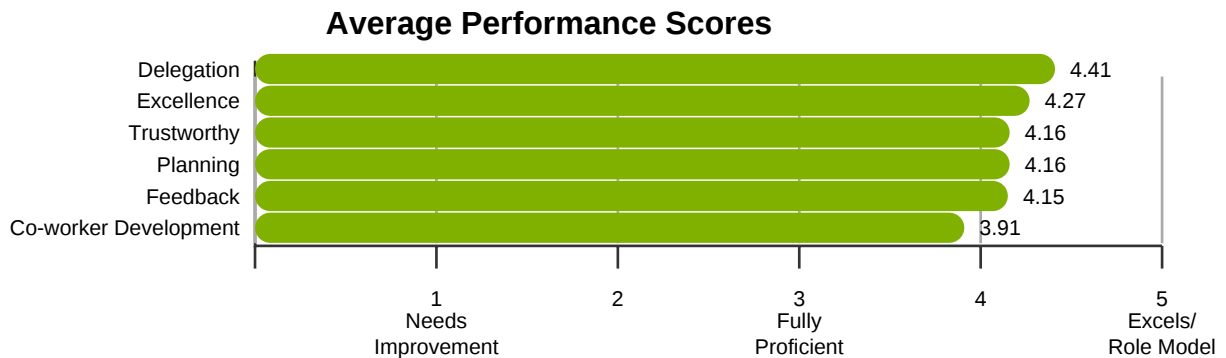
## What to Do with Your Feedback

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

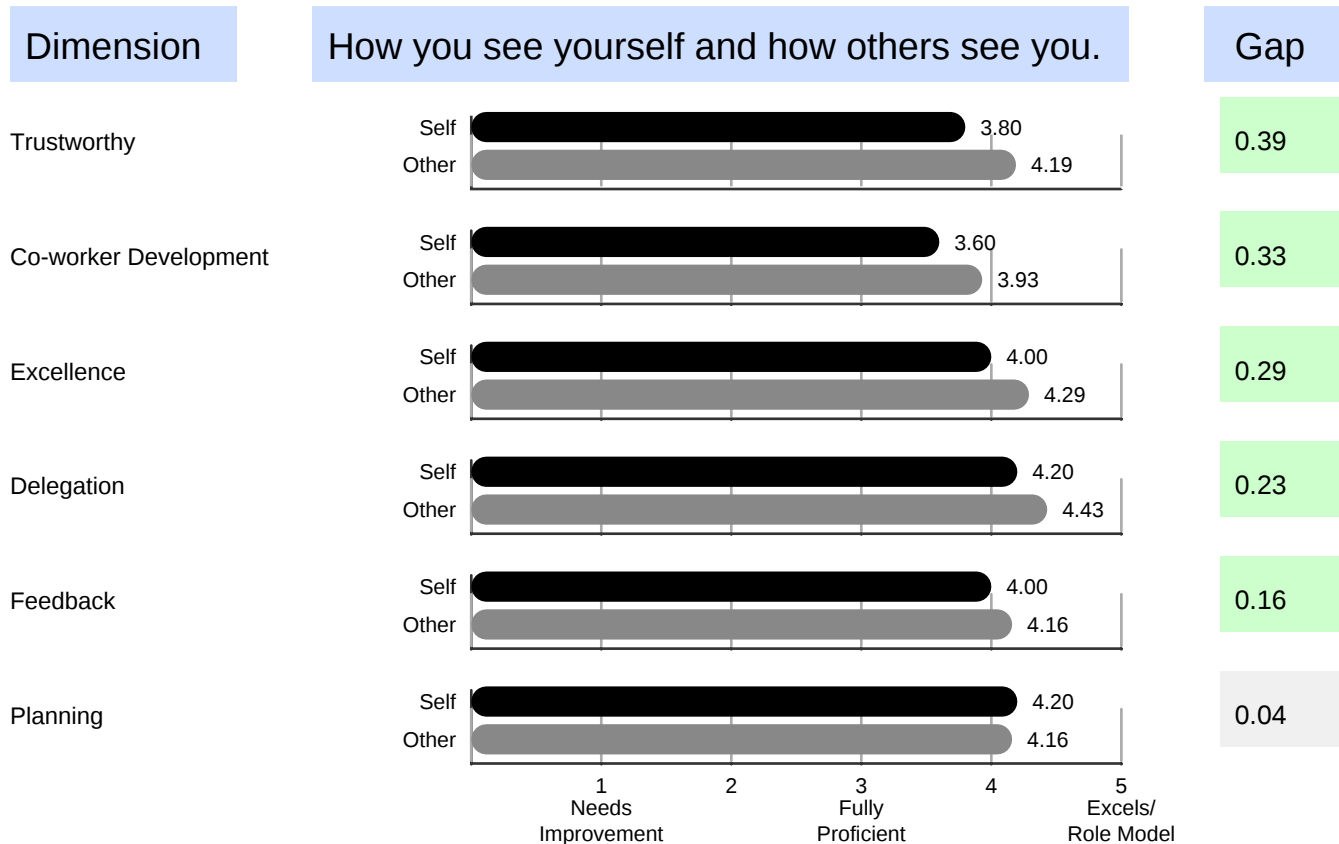
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 6 major dimensions of leadership.

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.



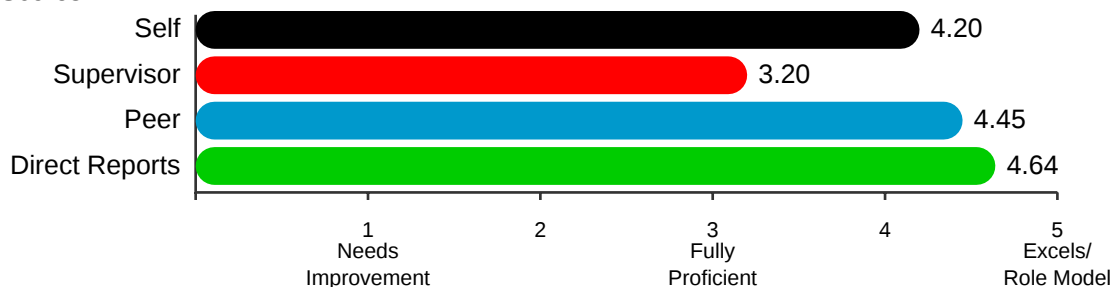
## Gap Analysis

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.



# Delegation

## Summary Scores



### 1. Knows what employees excel at and what interests them in their work.



### 2. Schedules regular touchpoints to track progress without over-monitoring.



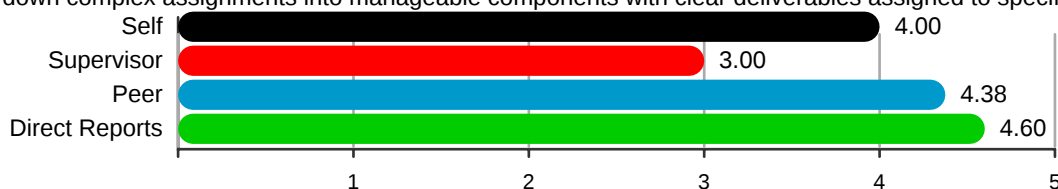
### 3. Prioritizes tasks based on urgency, impact, and alignment with organizational goals.



### 4. Discusses with team members about what to do, not how to do it.



### 5. Breaks down complex assignments into manageable components with clear deliverables assigned to specific individuals.



## 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).

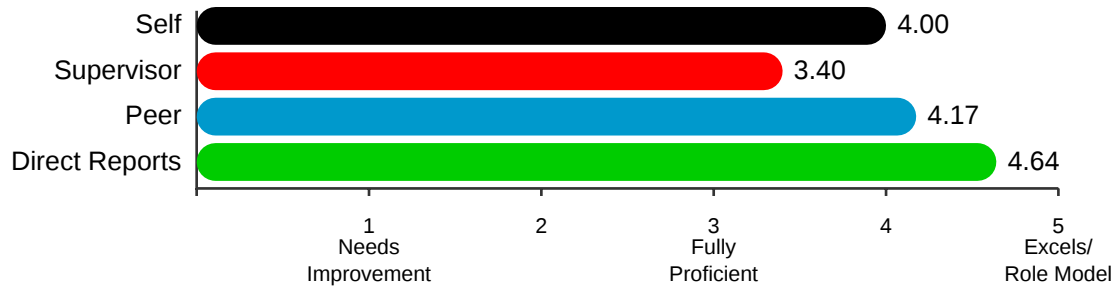
| Item                                                                                                                    | n  | Avg  | LOA   | Needs Improvement | Fully Proficient | Excels/ Role Model |
|-------------------------------------------------------------------------------------------------------------------------|----|------|-------|-------------------|------------------|--------------------|
| 1. Knows what employees excel at and what interests them in their work.                                                 | 15 | 4.20 | 93.3  | 7%                | 67%              | 27%                |
| 2. Schedules regular touchpoints to track progress without over-monitoring.                                             | 15 | 4.87 | 100.0 | 13%               | 87%              |                    |
| 3. Prioritizes tasks based on urgency, impact, and alignment with organizational goals.                                 | 15 | 4.27 | 93.3  | 7%                | 60%              | 33%                |
| 4. Discusses with team members about what to do, not how to do it.                                                      | 15 | 4.40 | 86.7  | 13%               | 33%              | 53%                |
| 5. Breaks down complex assignments into manageable components with clear deliverables assigned to specific individuals. | 15 | 4.33 | 93.3  | 7%                | 53%              | 40%                |

### Comments:

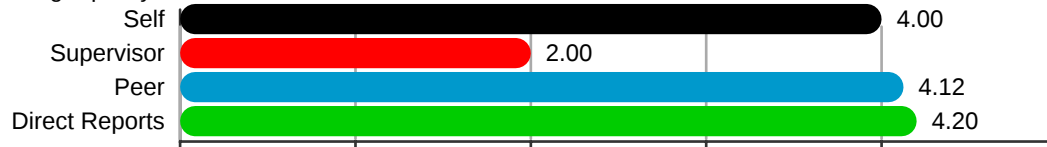
- She always responds in a timely manner and stays organized.
- Communicate regularly with the whole company, not just one department.
- She collaborates with all departments and operates under shared governance.
- Outstanding professionalism! Very responsible, always reliable, detail oriented.
- \_\_\_ appropriately utilizes the resources of other team members to meet the needs of the organization.
- She is willing to fill in with daily workload when we are short staffed.

# Excellence

## Summary Scores



### 6. Produces high quality work.



### 7. Keeps themselves and others focused on constant improvement.



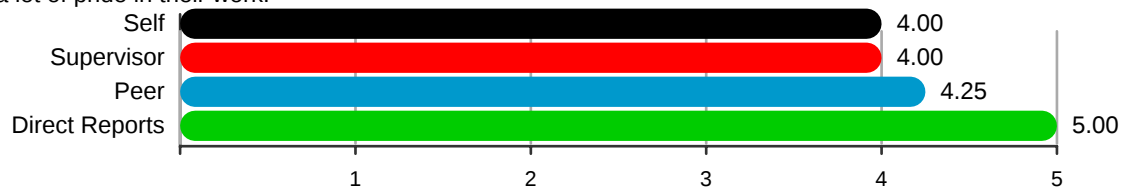
### 8. Demonstrates the functional or technical skills necessary to do their job.



### 9. Demonstrates the analytical skills to do their job.



### 10. Takes a lot of pride in their work.



## 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).

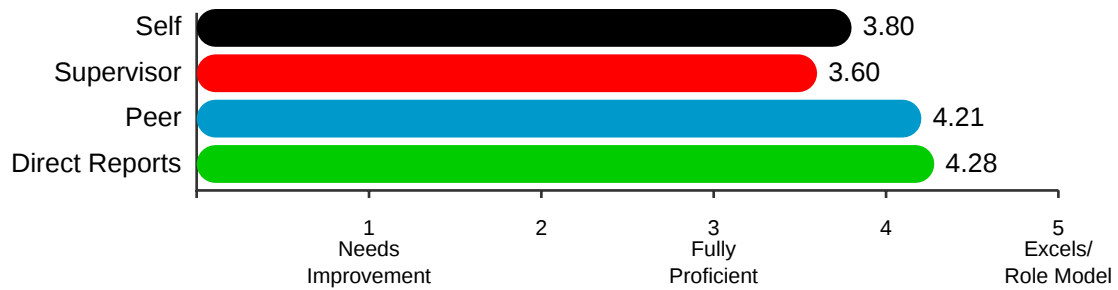
| Item                                                                          | n  | Avg  | LOA  | Needs Improvement |     | Fully Proficient | Excels/ Role Model |
|-------------------------------------------------------------------------------|----|------|------|-------------------|-----|------------------|--------------------|
| 6. Produces high quality work.                                                | 15 | 4.00 | 80.0 | 7%                | 13% | 53%              | 27%                |
| 7. Keeps themselves and others focused on constant improvement.               | 15 | 4.07 | 80.0 |                   | 20% | 53%              | 27%                |
| 8. Demonstrates the functional or technical skills necessary to do their job. | 15 | 4.33 | 93.3 | 7%                |     | 47%              | 47%                |
| 9. Demonstrates the analytical skills to do their job.                        | 15 | 4.47 | 93.3 | 7%                |     | 40%              | 53%                |
| 10. Takes a lot of pride in their work.                                       | 15 | 4.47 | 93.3 | 7%                |     | 40%              | 53%                |

### Comments:

- \_\_\_ is a very good leader. Detail oriented and conscientious about her team. These are two skills that help lead a team and stay on task of the data that is so central to our business.
- 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.
- \_\_\_ does an excellent job of assessing processes to determine if they are working or not working and helping the team to identify issues, barriers and solutions to move our practices forward.
- \_\_\_ has a good grasp of Core Competency concepts for competency and the importance of smooth flow between departments/units or affiliated groups.
- \_\_\_ is the consummate professional and pleasure to work with.
- Overall, \_\_\_ is an inspiring and energetic leader for our department. It's a big reason why I wanted to join her team last year! She also has demonstrated awareness of knowing when changes are necessary within the department.

# Trustworthy

## Summary Scores



### 11. Communicates an understanding of the other person's interests, needs and concerns.



### 12. Delivers on promises made.



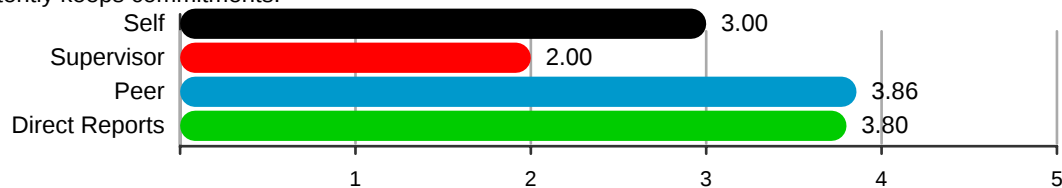
### 13. Is a person you can trust.



### 14. Works in a way that makes others want to work with her/him.



### 15. Consistently keeps commitments.



## 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).

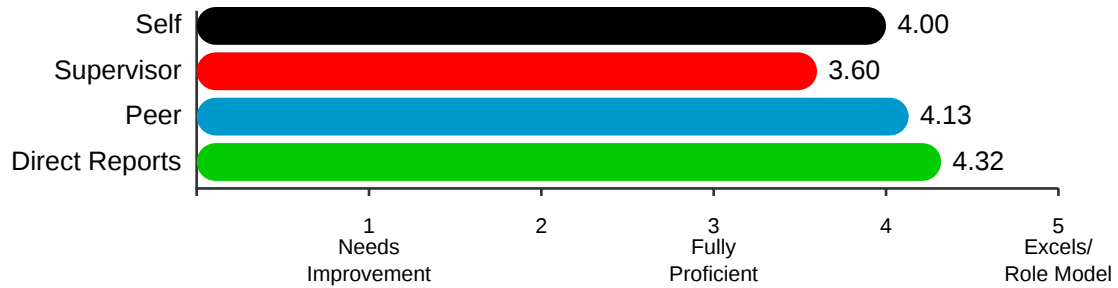
| Item                                                                                   | n  | Avg  | LOA   | Needs Improvement |     | Fully Proficient |     | Excels/ Role Model |
|----------------------------------------------------------------------------------------|----|------|-------|-------------------|-----|------------------|-----|--------------------|
| 11. Communicates an understanding of the other person's interests, needs and concerns. | 15 | 4.60 | 100.0 |                   | 40% |                  | 60% |                    |
| 12. Delivers on promises made.                                                         | 15 | 4.27 | 100.0 |                   | 73% |                  |     | 27%                |
| 13. Is a person you can trust.                                                         | 15 | 4.33 | 100.0 |                   | 67% |                  |     | 33%                |
| 14. Works in a way that makes others want to work with her/him.                        | 15 | 3.93 | 73.3  | 27%               |     | 53%              |     | 20%                |
| 15. Consistently keeps commitments.                                                    | 14 | 3.64 | 57.1  | 14%               | 29% | 36%              |     | 21%                |

### Comments:

- Balancing a demanding work load for her staff, she has always allocated great resources to get our work moving forward. She is a real pro.
- Having very minimum one-on-one discussion.
- She is doing a great job of branding [CompanyName] (something that has been needed for a very long time). when she first came she had some miss steps, ie posters, pushing agenda fast etc, but has adapated to [CompanyName] and to the department, well done.
- I would encourage \_\_\_ to have a more hands on approach during process improvement (although with that being said there has been a lot of change and it is not reasonable to expect her to have hands on with everything).
- She strives for self improvement and is heavily invested in the same for others.
- \_\_\_'s priority is our customers and community.

# Feedback

## Summary Scores



### 16. Completes assessment forms in a timely manner.



### 17. Embraces feedback to help to build self-awareness.



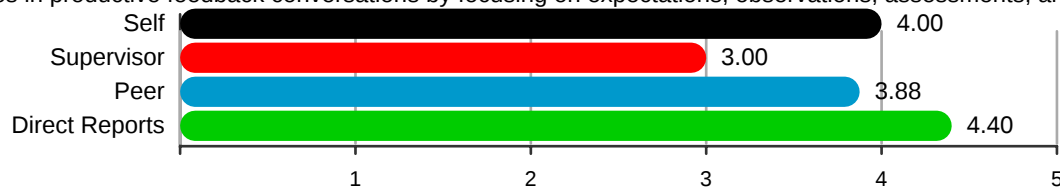
### 18. Fosters a culture of continuous improvement by embracing feedback from others.



### 19. Provides clear and specific feedback based on observable behaviors.



### 20. Engages in productive feedback conversations by focusing on expectations, observations, assessments, and consequences.



## 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).

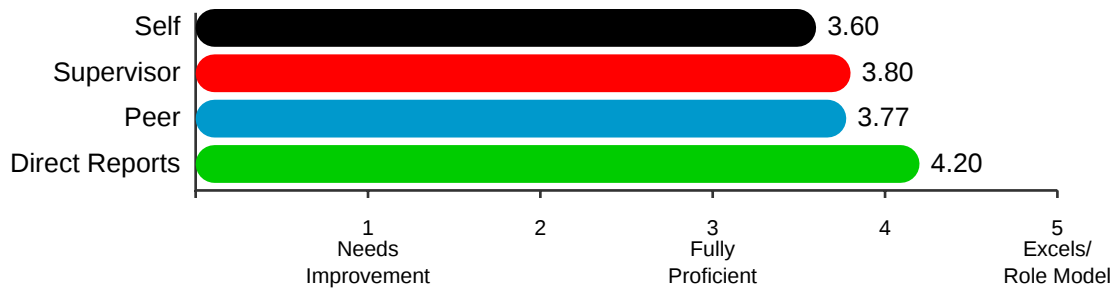
| Item                                                                                                                       | n  | Avg  | LOA  | Needs Improvement |     | Fully Proficient | Excels/ Role Model |
|----------------------------------------------------------------------------------------------------------------------------|----|------|------|-------------------|-----|------------------|--------------------|
| 16. Completes assessment forms in a timely manner.                                                                         | 15 | 4.33 | 86.7 | 13%               | 40% | 47%              |                    |
| 17. Embraces feedback to help to build self-awareness.                                                                     | 15 | 4.27 | 93.3 | 7%                | 60% | 33%              |                    |
| 18. Fosters a culture of continuous improvement by embracing feedback from others.                                         | 14 | 4.00 | 92.9 | 7%                | 86% | 7%               |                    |
| 19. Provides clear and specific feedback based on observable behaviors.                                                    | 14 | 4.14 | 85.7 | 7%                | 7%  | 50%              | 36%                |
| 20. Engages in productive feedback conversations by focusing on expectations, observations, assessments, and consequences. | 15 | 4.00 | 66.7 | 7%                | 27% | 27%              | 40%                |

### Comments:

- Our organization is a better place because of her and her future focus.
- She knows her material and obviously loves the continued learning that defines best practices.
- I think \_\_\_ has improved in her communication style and leadership style. Where I would suggest improvement is she can escalate at times which tends to shut down team communication. Staff and managers are reluctant to speak up and make sure they understand or are clear on what is needed.
- You can always count on \_\_\_ to respond to emails and telephone calls and follow through with commitments.
- \_\_\_ is very approachable. She is able to get people to follow through and engage in their daily work.
- Effective communication. If I am not executing a task in a timely fashion, I am not held accountable for it.

## Co-worker Development

### Summary Scores



### 21. Sets and clearly communicates expectations, performance goals, and measurements to others



### 22. Takes immediate action on poor performance



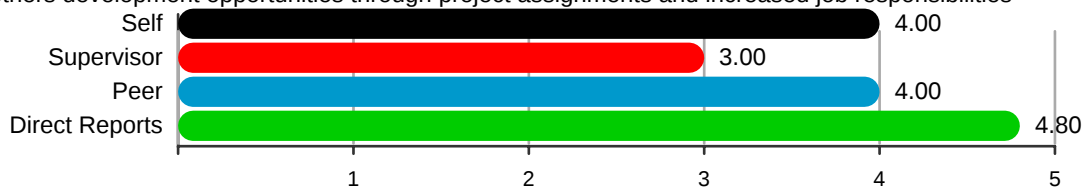
### 23. Works to identify root causes of performance problems



### 24. Adapts coaching and mentoring approach to meet the style or needs of individuals



### 25. Gives others development opportunities through project assignments and increased job 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 (Excels/ Role Model).

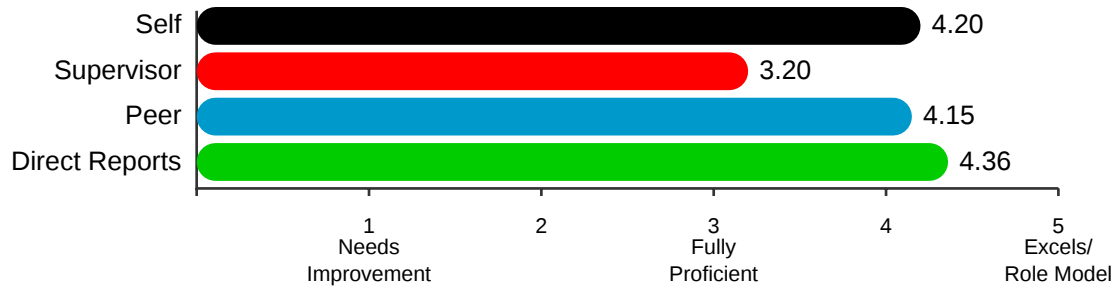
| Item                                                                                                      | n  | Avg  | LOA  | Needs Improvement |     | Fully Proficient |     | Excels/ Role Model |
|-----------------------------------------------------------------------------------------------------------|----|------|------|-------------------|-----|------------------|-----|--------------------|
| 21. Sets and clearly communicates expectations, performance goals, and measurements to others             | 15 | 4.00 | 66.7 | 13%               | 20% | 20%              | 47% |                    |
| 22. Takes immediate action on poor performance                                                            | 15 | 3.47 | 53.3 | 13%               | 33% | 47%              | 7%  |                    |
| 23. Works to identify root causes of performance problems                                                 | 15 | 3.60 | 66.7 | 13%               | 20% | 60%              | 7%  |                    |
| 24. Adapts coaching and mentoring approach to meet the style or needs of individuals                      | 15 | 4.27 | 86.7 | 7%                | 7%  | 40%              | 47% |                    |
| 25. Gives others development opportunities through project assignments and increased job responsibilities | 15 | 4.20 | 80.0 | 7%                | 13% | 33%              | 47% |                    |

### Comments:

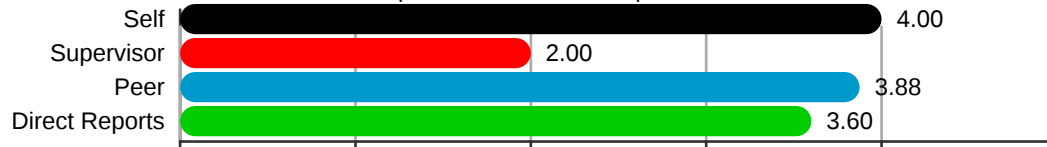
- \_\_\_ has made consistent efforts to inform us of all process changes, and has been instrumental in making the staff work as a team.
- She is also very enthusiastic and energetic.
- \_\_\_ has been so helpful to me as a new manager.
- \_\_\_ effectively utilizes the talents of our team members and partnering with stakeholders ensures our continued success.
- I admire \_\_\_ for showing courage, compassion and commitment during her recent team sessions.
- Has the experience needed.

# Planning

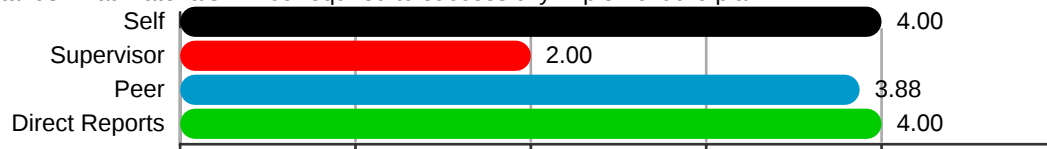
## Summary Scores



### 26. Determines the allocation of funds based on plans for future development.



### 27. Understands what materials will be required to successfully implement the plan.



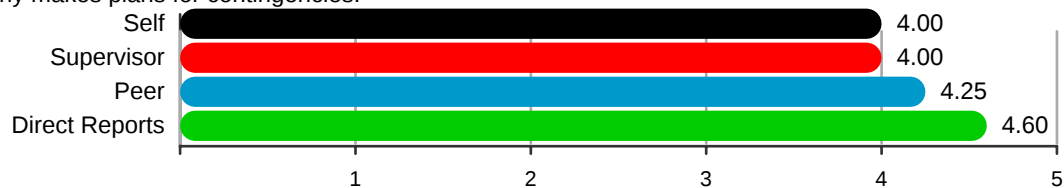
### 28. Determines what supplies/equipment will be needed for the job.



### 29. Sets the appropriate sequence of tasks to efficiently achieve the goal.



### 30. Regularly makes plans for contingencies.



## 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 |
|-------------------------------------------------------------------------------------|----|------|-------|-------------------|-----|------------------|--|--------------------|
| 26. Determines the allocation of funds based on plans for future development.       | 15 | 3.67 | 66.7  | 20%               | 13% | 47%              |  | 20%                |
| 27. Understands what materials will be required to successfully implement the plan. | 15 | 3.80 | 73.3  | 20%               | 7%  | 47%              |  | 27%                |
| 28. Determines what supplies/equipment will be needed for the job.                  | 15 | 4.33 | 86.7  | 13%               |     | 40%              |  | 47%                |
| 29. Sets the appropriate sequence of tasks to efficiently achieve the goal.         | 15 | 4.67 | 100.0 |                   |     | 33%              |  | 67%                |
| 30. Regularly makes plans for contingencies.                                        | 15 | 4.33 | 100.0 |                   |     | 67%              |  | 33%                |

### Comments:

- Professional Growth: \_\_\_ constantly strives to improve. She goes to lectures, seminars, and classes and learns from these.
- I think she is the kind of manager our department has needed and will continue to need.
- \_\_\_ makes a conscious effort to hire for talent while taking into consideration the candidate's educational preparation to best meet our current and future needs.
- She does not always attend scheduled meetings. I know that she has been busy with other things but a call that she will not be able to attend would be helpful.
- \_\_\_ does a great job of keeping the lines of communication and this is appreciated.
- It is sometimes noticeable that she over empowers her team, not letting them learn from their mistakes. She focuses on many tiny details without encompassing the larger picture.

## Comments

Those who gave you feedback had the opportunity to provide additional written comments about perceived strengths and possible development areas. This section provides a consolidated list of these comments.

### What would help make you a more effective leader?

- I appreciate the straight forward style of leadership \_\_\_ uses.
- Help subordinates grow by challenging them to solve a problems instead of providing the answers.
- \_\_\_ has shown tremendous leadership. Always approachable and encourages her staff to provide feedback to better the organization.
- \_\_\_ always makes decisions based on what is best for the department or organization.
- She had done amazingly well considering all of the global threats to the product line.
- Because we lack clear direction and often focus or priorities, it can be extremely frustrating to work effectively and feel successful.

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

- She provides essential data in order to help explain decisions.
- I have not had any issues with \_\_\_ since I have been working for her.
- \_\_\_ is an effective leader and it shows with the annual score of departments she leads, resulting in upward trends of grand mean and Q1.
- \_\_\_ is a fantastic leader who understands her team and can engage and motivate them towards organizational objectives.
- \_\_\_ is respected by the team and they openly seek out her advise or opinion.
- She is very knowledgeable and is always willing to lend a helping hand!

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

- She leads by example.
- Employees were not encouraged to do anything besides come to work.
- I have had personal interactions with \_\_\_ and have received constructive assistance that was, in my opinion, instrumental in my decision making.
- \_\_\_ has been very effective at establishing expectations for her teams, and anyone that cannot meet those expectations are dealt with accordingly, in a fair, transparent, and straightforward manner.
- \_\_\_ is a strong advocate for both the customer and staff.
- \_\_\_ does an excellent job of assessing processes to determine if they are working or not working and helping the team to identify issues, barriers and solutions to move our practices forward.

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

- \_\_\_ does a wonderful job of ensuring her department is meeting the needs of the organization and our community.
- I appreciate \_\_\_'s willingness to share her knowledge with our team.
- \_\_\_'s style of leading a team is both refreshing and different than what I have experienced in the past.
- \_\_\_ should consider continuing to expand her technical expertise and understanding of Epic beyond her comfort zone.
- Sometimes it seems like \_\_\_'s priorities or expectations shift unexpectedly.
- She works diligently with our supplier to ensure the inventory is cost effective.

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

- Overall, \_\_\_ is an inspiring and energetic leader for our department. It's a big reason why I wanted to join her team last year! She also has demonstrated awareness of knowing when changes are necessary within the department.
- Demonstrates a focus on the business goals through task prioritization.
- She provided coaching and support to improve this individual's performance.
- Set clear expectations for others.
- Is a fantastic source of feedback and growth development.
- \_\_\_ collaborates well with other departments and managers.

### Any final comments?

- She is very supportive and easily approachable.
- 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 is very focused on bringing out best in employees and encourages all to get involved with any and all problems to come up with solutions that benefit the team.
- You can count on \_\_\_ to be honest and stay true to commitments.
- \_\_\_ 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 consistent side of it.
- \_\_\_'s diverse professional experiences allow her to bring new ideas to programs, as well as share past successes with others. She is not afraid to tackle change and strives to improve processes for organizational growth. Her engaging communication style is welcomed by customers and the interdisciplinary team members.