



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.

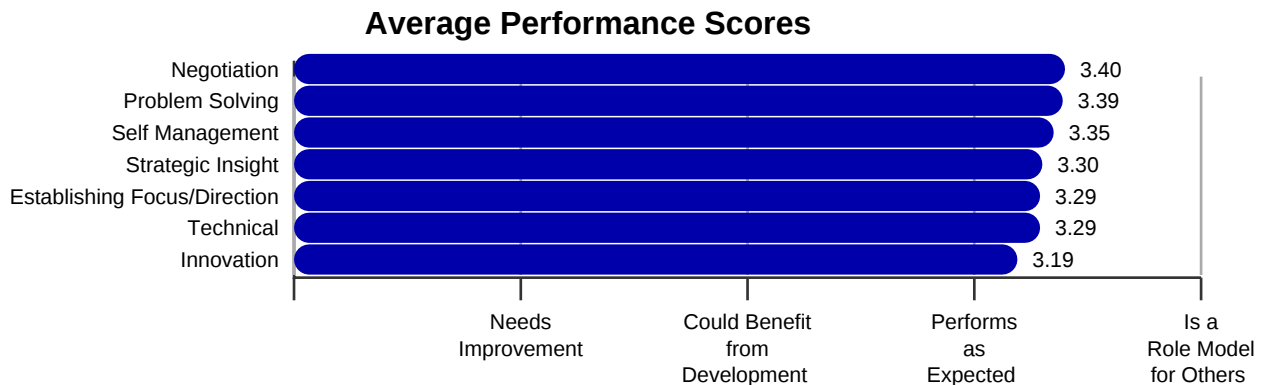
What to Do with Your Feedback

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

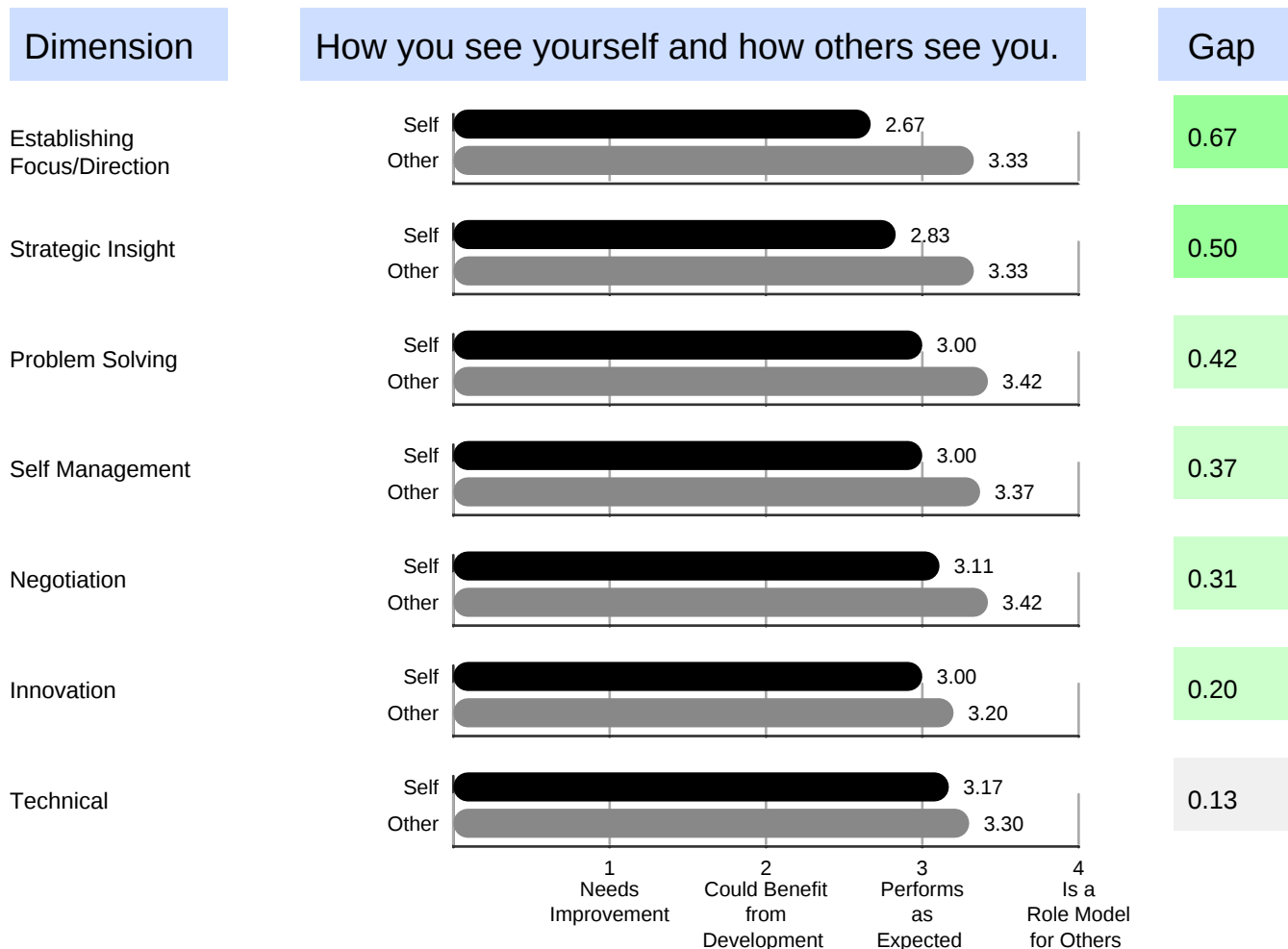
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 7 major dimensions of leadership.

The summary scores for each dimension shown below were calculated by averaging all respondents' scores for all of the questions within that dimension. These dimension summary scores are sorted from high to low, with the highest shown at the top. The dimensions toward the bottom may need the most development.



Gap Analysis

The following table graphically displays the "Gap," or difference between your average rating on each competency (labeled "Self") and the average score of all other respondents (labeled "Others") who provided you with feedback. This can help you identify blind spots, or areas where you were rated more favorably by other respondents than by yourself. The Gaps for these competencies are colored in shades of green. Conversely, the graph can also help you identify your opportunities for improvement, or areas where you rated yourself higher than others did. The Gaps for these dimensions are colored in shades of red. The darker the shade of green or red, the larger the Gap. Finally, if a dimension's Gap is not shaded with a specific color, it indicates an area of agreement between yourself and others.



Negotiation

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. Establishes clear communications to avoid misunderstandings.	15	3.20	93.3	7%	67%		27%
2. Knows the BATNA (Best Alternative to a Negotiated Agreement) and is prepared to walk away if core interests are not met.	15	3.87	100.0	13%	87%		
3. Identifies tradeable interests that could facilitate reaching a consensus.	15	3.33	93.3	7%	53%		40%
4. Adapts strategies to better meet the needs of the moment.	15	3.60	93.3	7%	27%	67%	
5. Knows where to stand firm and where to compromise.	15	3.33	93.3	7%	53%		40%
6. Assesses the validity and relevance of each piece of information, considering the context and source.	15	3.20	93.3	7%	60%		33%
7. Keeps emotions in check to avoid negative outbursts.	15	3.20	86.7	13%	53%		33%
8. Leverages relationships with others to achieve goals.	15	3.40	93.3	7%	47%		47%
9. Always has a "game plan" prior to entering into negotiations.	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. Establishes clear communications to avoid misunderstandings.	3.29	3.20	-0.09 ▼
2. Knows the BATNA (Best Alternative to a Negotiated Agreement) and is prepared to walk away if core interests are not met.	3.65	3.87	+0.22 ▲
3. Identifies tradeable interests that could facilitate reaching a consensus.	3.18	3.33	+0.16 ▲
4. Adapts strategies to better meet the needs of the moment.	3.41	3.60	+0.19 ▲
5. Knows where to stand firm and where to compromise.	3.24	3.33	+0.10 ▲
6. Assesses the validity and relevance of each piece of information, considering the context and source.	3.24	3.20	-0.04 ▼
7. Keeps emotions in check to avoid negative outbursts.	3.41	3.20	-0.21 ▼
8. Leverages relationships with others to achieve goals.	3.24	3.40	+0.16 ▲
9. Always has a "game plan" prior to entering into negotiations.	3.18	3.47	+0.29 ▲

Comments:

- _____ takes some time to process new ideas and often reacts before considering the facts. Once _____ has had time to think about discussions, he is willing to work with other departments and staff. He can be stubborn at times.

- He can be friendly and does care about people. However he can be dismissive of ideas he does not agree with. It's possible that he is unaware of how strongly he comes across and how the simple fact of being a vice president can amplify people's perceptions of his actions and behaviors.
- Communication is not always timely, I think he means well but lack of communication causes more stress on the department than the actual information when finally received.
- He absorbs information like a sponge and it's impressive to see how he leads the rest of us forward.
- _____'s leadership at [CompanyName] has been outstanding. I have been very impressed with him since he came here and I admire his work.
- I appreciate how _____ guides, supports, and direct staff.

Strategic Insight

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. Educates team members on emerging trends and their implications for current projects or goals.	15	3.47	93.3	7%	40%	53%	
11. Inspires employees to adopt the strategic plan.	15	3.53	100.0		47%	53%	
12. Notices inefficiencies or bottlenecks in workflows before they escalate into larger issues.	15	3.27	100.0		73%		27%
13. Analyzes records and reports to obtain insight into potential issues and trends.	15	3.33	100.0		67%		33%
14. Anticipates talent needs based on projected business growth and industry developments.	15	3.13	86.7	13%	60%		27%
15. Creates a vision for the organization based on insights gathered from other companies in the industry.	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. Educates team members on emerging trends and their implications for current projects or goals.	3.35	3.47	+0.11 ▲
11. Inspires employees to adopt the strategic plan.	3.47	3.53	+0.06 ▲
12. Notices inefficiencies or bottlenecks in workflows before they escalate into larger issues.	3.47	3.27	-0.20 ▼
13. Analyzes records and reports to obtain insight into potential issues and trends.	3.35	3.33	-0.02 ▼
14. Anticipates talent needs based on projected business growth and industry developments.	3.18	3.13	-0.04 ▼
15. Creates a vision for the organization based on insights gathered from other companies in the industry.	3.00	3.07	+0.07 ▲

Comments:

- _____ is someone I feel I can talk to about any problem or situation and I value his opinion.
- _____ is very busy and it is sometimes difficult to find time with him to get the direction needed to move forward.
- _____ has a lot on his plate, yet through it all maintains a good working relationship with other departments and has a good sense of logic from which to make decisions.
- Delay in completing an agreed upon task which ultimately delays the process and can put others in a time crunch.
- _____ demonstrates daily his engagement in [CompanyName] and continuously strives to improve [CompanyName] and the services we provide.
- He always has a positive approach and feedback on tasks at hand and our work. I am inspired by his attitude, its contagious!!

Self 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. Steps away from a situation to process appropriate response.	15	3.40	93.3	7%	47%	47%	
17. Is aware of personal impact on others and adjusts behavior to create a positive leadership presence.	15	3.27	93.3	7%	60%		33%
18. Deals with conflict by controlling own emotions by listening, being flexible, and sincere in responding.	14	3.00	92.9	7%	79%		14%
19. Analyzes own reactions on the spot to ensure that communication does not appear to be driven by anger.	15	3.47	100.0		53%		47%
20. Consciously controls own negative emotions in order to keep team morale up.	15	3.40	93.3	7%	47%		47%
21. Does not allow own emotions to interfere with the performance of others.	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. Steps away from a situation to process appropriate response.	3.65	3.40	-0.25 ▼
17. Is aware of personal impact on others and adjusts behavior to create a positive leadership presence.	3.47	3.27	-0.20 ▼
18. Deals with conflict by controlling own emotions by listening, being flexible, and sincere in responding.	3.12	3.00	-0.12 ▼
19. Analyzes own reactions on the spot to ensure that communication does not appear to be driven by anger.	3.59	3.47	-0.12 ▼
20. Consciously controls own negative emotions in order to keep team morale up.	3.29	3.40	+0.11 ▲
21. Does not allow own emotions to interfere with the performance of others.	3.35	3.53	+0.18 ▲

Comments:

- Confidence, Attitude, Desire to learn.
- _____ is a valuable resource to the organization and the team.
- _____ is a very effective communicator and I always felt very well informed as his direct report.
- _____ has certainly done great things at [CompanyName]. He was the perfect match for the community and the staff. He has built a strong team at [CompanyName] and their work has continued to be outstanding after he added [CompanyName] to his responsibilities. I like working with _____ at [CompanyName] and appreciate his support and leadership.. _____ has had a great deal of revisionist work to do with [CompanyName] and while it has not fully taken ahold but I am confident it will with time. He has been great at diagnosing the problems and finding solutions. He is definitely the person to redirect the work of [CompanyName] and make it a viable entity.
- Isn't afraid to ask the tough questions to get people to think outside of their box.
-

_____ is a knowledgeable professional committed to improvement and quality. _____ shows his expertise in meetings and conversations, is helpful and solves problems effectively.

Establishing Focus/Direction

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. Allocates time for important goals.	15	3.00	80.0	20%	60%		20%
23. Listens to employee input and adapts direction to reflect frontline realities.	15	2.87	80.0	20%	73%		7%
24. Aligns the department's goals with the goals of the organization.	15	3.47	100.0		53%		47%
25. Shifts priorities or resources to address unexpected changes to the situation while keeping the team informed and motivated.	15	3.67	100.0		33%		67%
26. Selects specific strategies and design options to help the organization achieve success within a competitive environment.	15	3.40	93.3	7%	47%		47%
27. Distinguishes between minimum acceptable performance and aspirational excellence.	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. Allocates time for important goals.	3.00	3.00	
23. Listens to employee input and adapts direction to reflect frontline realities.	2.88	2.87	-0.02 ▼
24. Aligns the department's goals with the goals of the organization.	3.00	3.47	+0.47 ▲
25. Shifts priorities or resources to address unexpected changes to the situation while keeping the team informed and motivated.	3.76	3.67	-0.10 ▼
26. Selects specific strategies and design options to help the organization achieve success within a competitive environment.	3.53	3.40	-0.13 ▼
27. Distinguishes between minimum acceptable performance and aspirational excellence.	3.12	3.33	+0.22 ▲

Comments:

- He knows his subject matter!
- There is room for improvement in all these elements.
- I think he is the kind of manager our department has needed and will continue to need.
- _____ has high expectations of himself and his employees. He does an excellent job of managing the department.
- _____ should consider continuing to expand his technical expertise and understanding of Epic beyond his comfort zone.
- _____ takes people where they want to go and pushes them to be their own success.

Problem Solving

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. Effective in solving problems.	15	3.53	100.0	47%	53%		
29. Works extra as needed to find the best solution to a problem.	15	3.67	100.0	33%	67%		
30. Develops innovative solutions to problems.	15	3.33	100.0	67%	33%		
31. Asks the right questions to size up or evaluate situations.	15	3.20	86.7	13%	53%	33%	
32. Able to balance the needs of different people in a solution to a problem.	15	3.40	100.0	60%	40%		
33. Compares the proposed solutions against each other and against any existing solutions to determine which one is likely to yield the best results.	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. Effective in solving problems.	3.41	3.53	+0.12 ▲
29. Works extra as needed to find the best solution to a problem.	3.59	3.67	+0.08 ▲
30. Develops innovative solutions to problems.	3.41	3.33	-0.08 ▼
31. Asks the right questions to size up or evaluate situations.	3.18	3.20	+0.02 ▲
32. Able to balance the needs of different people in a solution to a problem.	3.35	3.40	+0.05 ▲
33. Compares the proposed solutions against each other and against any existing solutions to determine which one is likely to yield the best results.	3.18	3.20	+0.02 ▲

Comments:

- He meets these measurements and has been focusing on getting team members that historically not been as involved to take on new projects.
- He has developed a way to be available to all shifts, enabling all staff to be aware of his open door policy.
- I think _____ is doing a wonderful job in his new role here at this [CompanyName]. He has quickly become a vital part of the team. He is about to take on an even bigger role in the coming months and I think that he will demonstrate that he is very capable leader. I am glad that he has joined us.
- _____ is a great asset to our department. He is always available when issues arise & help is needed to solve problems.
- The few problems we have experienced during these changes is a reflection of _____'s leadership.
- Delay in completing an agreed upon task which ultimately delays the process and can put others in a time crunch.

Innovation

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. Encourages a diverse range of ideas and perspectives to cultivate an environment where innovation thrives.	15	3.27	93.3	7%	60%		33%
35. Modifies innovative initiatives to capitalize on strengths and mitigate potential risks.	15	3.00	80.0	20%	60%		20%
36. Solves problems with insight and understanding.	15	3.20	93.3	7%	67%		27%
37. Willing to entertain and experiment with new ideas leading to potential breakthrough innovations and competitive advantages.	15	3.27	93.3	7%	60%		33%
38. Determines how much risk the company is willing to take in implementing innovations to the products and services.	15	3.27	86.7	13%	47%		40%
39. Takes risks to advance important ideas.	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. Encourages a diverse range of ideas and perspectives to cultivate an environment where innovation thrives.	2.88	3.27	+0.38 ▲
35. Modifies innovative initiatives to capitalize on strengths and mitigate potential risks.	3.18	3.00	-0.18 ▼
36. Solves problems with insight and understanding.	3.18	3.20	+0.02 ▲
37. Willing to entertain and experiment with new ideas leading to potential breakthrough innovations and competitive advantages.	3.35	3.27	-0.09 ▼
38. Determines how much risk the company is willing to take in implementing innovations to the products and services.	3.24	3.27	+0.03 ▲
39. Takes risks to advance important ideas.	3.59	3.13	-0.45 ▼

Comments:

- _____ supports and affirms his staff. He has shown that he knows how to engage all members of our care management practice to be partners with his and our organization, in our joint venture and journey toward excellence. He does not want perfection, but it is clear that he expects the best that can be done for our customer, because that is what he models.
- Again, _____ has a great talent for observing and mapping system and flow problems, helping guide groups through improvement processes.
- I appreciate _____ being open to suggestions, and available when concerns brought to him.
- Always has a positive, cheerful, and strong attitude.
- Our organization is a better place because of his and his future focus.
- Although I have only reported to _____ for a couple of months, the quality of my work life" has improved greatly.

Technical

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. Willingly shares information and expertise; sought out as resource by others	15	3.40	93.3	7%	47%	47%	
41. Seeks information from others as needed.	15	3.33	93.3	7%	53%		40%
42. Uses expertise to identify issues and think through creative solutions to get a problem solved or objective accomplished.	15	3.33	93.3	7%	53%		40%
43. Is knowledgeable of procedures or systems necessary for the job.	15	3.13	86.7	13%	60%		27%
44. Demonstrates mastery of the technical competencies required in his/her work.	15	3.00	86.7	13%	73%		13%
45. Knows how to produce high quality products/work.	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. Willingly shares information and expertise; sought out as resource by others	3.29	3.40	+0.11 ▲
41. Seeks information from others as needed.	3.29	3.33	+0.04 ▲
42. Uses expertise to identify issues and think through creative solutions to get a problem solved or objective accomplished.	3.41	3.33	-0.08 ▼
43. Is knowledgeable of procedures or systems necessary for the job.	3.35	3.13	-0.22 ▼
44. Demonstrates mastery of the technical competencies required in his/her work.	3.18	3.00	-0.18 ▼
45. Knows how to produce high quality products/work.	3.35	3.53	+0.18 ▲

Comments:

- Could be more self-aware of impact on other team members
- He has always been a great resource for me and my areas of responsibility providing us with the support we need to function.
- Our department had a supervisor that was causing a lot of frustration for the staff that he supervised. This supervisor is no longer with our organization.
- _____ was very involved in the project and was committed to ensuring that the changeover went well and that we had thought through the process systematically.
- He is by far the best manager I have ever worked for, without having to be overbearing or a micro-manager.
- _____ has done an excellent job as the VP of Operations. He engages staff and providers in decision-making, demonstrates excellent communication skills and understands the value of teamwork and engagement.

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?

- _____ continues to be a great boss. He is available to us and always has time to help with anything.
- _____ is very engaged in meetings and offers positive/constructive feedback that is helpful in drawing conclusions.
- Timely follow through.
- A great addition to the team.
- _____, more than most, takes what we've learned and implements changes.
- _____ does a great job at demonstrating the value of his team to the organization.

What do you like best about working with this individual?

- Has the experience needed.
- _____ does an excellent job in his role.
- His team members become frustrated and feel pushed away. When this approach occurs often, it is discouraging to team members.
- Again, _____ is still learning his role and hasn't been with us very long so I have not seen some of these skills in action yet.
- He is an excellent communicator. The only real opportunity I see is around translating his data and observations into solid action plans to drive improvement.
- _____ is very busy and it is sometimes difficult to find time with him to get the direction needed to move forward.

What do you like least about working with this individual?

- Is dedicated, selfless, trustworthy and focused on the big picture.
- He encourages staff skill development and input to improve department processes
- _____ does a great job at demonstrating the value of his team to the organization.
- _____ is a strategic thinker - able to understand what result the organization is trying to achieve and how to achieve those results.
- _____ is very engaged in meetings and offers positive/constructive feedback that is helpful in drawing conclusions.
- By applying vision, strategy and activation in his day to day decisions he aspires us to be the best leaders we can be.

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

- I value _____ for so much more than his negotiating skills which are outstanding.
- _____ had a particularly challenging year with one individual. He remained professional and focused on making sure his customers were serviced despite the disruption caused by the staff member.
- The team should be able to function independently when he's not here, but his involvement in projects at the staff level prevents them from doing that because they feel they need his input, permission or approval before moving forward. If he left the day-to-day work to the director to handle, including management of the team, his role could be more focused on setting direction and a vision for the department vs. getting involved in daily or routine tasks.
- He has also greatly improved his communication.
- He relies heavily on his team to seek front line input and opinions and is always great about communicating upcoming changes.
- _____ 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.

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

- _____ is very focused on collaboration with other departments specifically those with which his team is involved on a routine basis.
- Each member feels they are a part of the team and knows their contribution is valued.
- I feel as though I have a shared decision making relationship with _____ which makes me feel valued. He supports me and values my opinion.
- I have participated in multiple interviews with _____ and he is always clear that the individual selected be one with the right talents- not just skills.
- _____ is a supervisor role model and I have grown immensely under his leadership and because of his honest, valuable feedback!
- He is always only a phone call away and makes an effort to help the worker bee on a daily basis.

Any final comments?

- You can count on _____ to be honest and stay true to commitments.
- As a new Manager to the area, _____ was subjected to a review of department services. This was tough on him, but he did very well with it.
- _____ always has the customer at the center of focus.
- He consistently conducts himself with professionalism and represents our unit well.
- His team members become frustrated and feel pushed away. When this approach occurs often, it is discouraging to team members.
- _____ clearly communicates expectations and verifies information to ensure shared understanding. A great example was the recent coaching session at our visibility wall. This dialogue was a great opportunity to get some ideas and feedback on processes and metrics that would be meaningful to track in my departments.