



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.

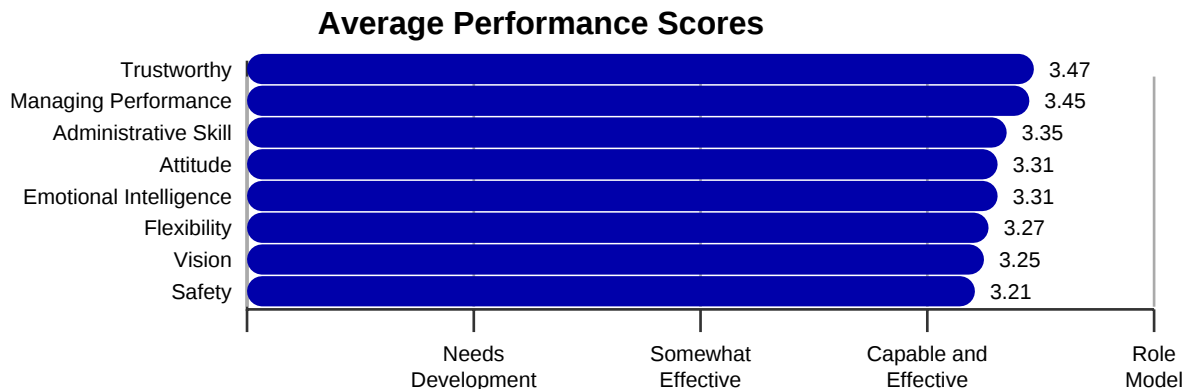
What to Do with Your Feedback

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

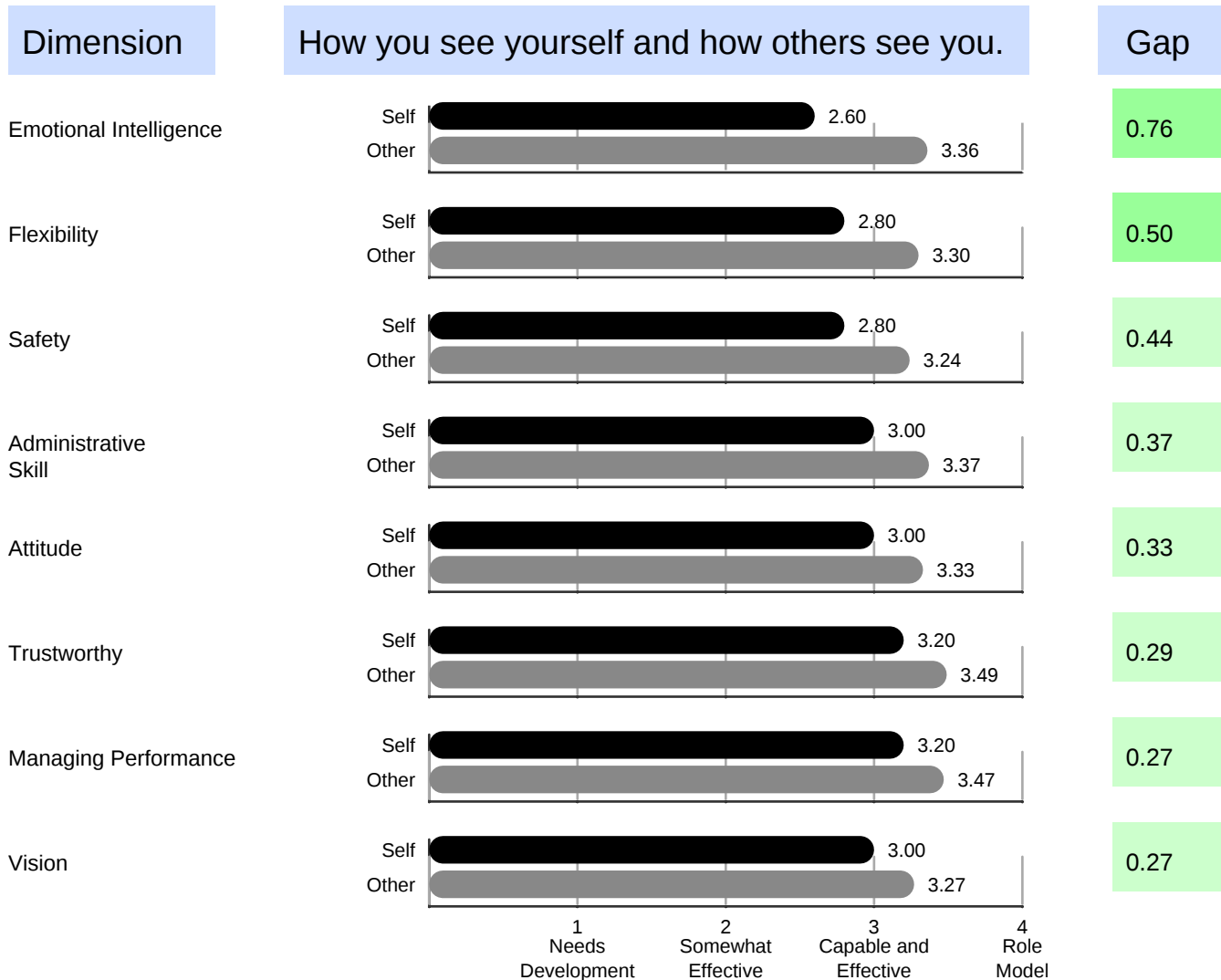
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 8 major dimensions of leadership.

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.



Trustworthy

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. Is trustworthy; is someone I can trust.	15	3.20	93.3	7%	67%		27%
2. Takes ownership, delivers on commitments	15	3.87	100.0	13%	87%		
3. Delivers on promises made.	15	3.33	93.3	7%	53%		40%
4. Is a person you can trust.	15	3.60	93.3	7%	27%	67%	
5. Seeks to mitigate grievances by clarifying intentions and finding suitable remedies.	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
1. Is trustworthy; is someone I can trust.	3.29	3.20	-0.09 ▼
2. Takes ownership, delivers on commitments	3.65	3.87	+0.22 ▲
3. Delivers on promises made.	3.18	3.33	+0.16 ▲
4. Is a person you can trust.	3.41	3.60	+0.19 ▲
5. Seeks to mitigate grievances by clarifying intentions and finding suitable remedies.	3.24	3.33	+0.10 ▲

Comments:

- _____ does routinely demonstrate and encourage collaboration with other departments, but sometimes all of the information does not make it through the whole team or those involved. this has improved but can use a little more work on the consistant side of it.
- The competency development work felt overwhelming last year and now I'm excited about all the possibilities for process and workflow improvement in areas of him and areas that our work touches.
- He has integrated into Systems more than anyone else. He is truly an asset for [CompanyName]'s work.
- Provides team members with frequent informal feedback.
- _____ has demonstrated a strong drive in initially single handedly pushing the project forwards.
- _____ is a role model for development of professional relationships and respects the viewpoints of others demonstrated by his open communication style and ability to tactfully move through difficult communications.

Administrative Skill

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
6. Provides assistance to others in obtaining passports, visas, and other international travel documents.	15	3.20	93.3	7%	60%		33%
7. Prepares payroll and tax forms/reports.	15	3.20	86.7	13%	53%		33%
8. Assists in the preparation of responses to RFQs and RFIs.	15	3.40	93.3	7%	47%		47%
9. Ensures proper passports, visas, or travel documents are in order and prepares any necessary documentation for travel.	15	3.47	93.3	7%	40%		53%
10. Accurately performs data entry.	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
6. Provides assistance to others in obtaining passports, visas, and other international travel documents.	3.24	3.20	-0.04 ▼
7. Prepares payroll and tax forms/reports.	3.41	3.20	-0.21 ▼
8. Assists in the preparation of responses to RFQs and RFIs.	3.24	3.40	+0.16 ▲
9. Ensures proper passports, visas, or travel documents are in order and prepares any necessary documentation for travel.	3.18	3.47	+0.29 ▲
10. Accurately performs data entry.	3.35	3.47	+0.11 ▲

Comments:

- _____ has improved in his interaction with other departments. But this is an area that he could continue to work on.
- _____ is a great role model and leader. Others could learn from his style.
- As part of the strategic plan, the team is working towards creating an organized workflow for major projects that engages and empowers each member involved in it that encourages their input to provide the most effective end result for the organization.
- _____ has the customer at the center of his work and really desires to do the work strategically and from a system, flow perspective.
- Services are growing and we are putting a stabilization plan in place. This growth is happening with improving morale and hitting most all of the metrics we've been challenged to meet. I include managers and key employees in most all decisions.
- _____ is very willing to involve employees and to delegate to others. He stretches others to increase their potential.

Flexibility

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
11. Accommodates the needs of employees when requests for time off are made.	15	3.53	100.0	47%		53%	
12. Able to produce goods and services across a wide spectrum of business needs.	15	3.27	100.0	73%			27%
13. Innovates skills and modifies behaviors to remain flexible in addressing important issues.	15	3.33	100.0	67%			33%
14. Is flexible in responding to customer needs.	15	3.13	86.7	13%	60%		27%
15. Responds to diverse challenges.	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
11. Accommodates the needs of employees when requests for time off are made.	3.47	3.53	+0.06 ▲
12. Able to produce goods and services across a wide spectrum of business needs.	3.47	3.27	-0.20 ▼
13. Innovates skills and modifies behaviors to remain flexible in addressing important issues.	3.35	3.33	-0.02 ▼
14. Is flexible in responding to customer needs.	3.18	3.13	-0.04 ▼
15. Responds to diverse challenges.	3.00	3.07	+0.07 ▲

Comments:

- I have always respected his concern for stakeholder input and his efforts to put his customers first.
- The only constructive feedback that I would have for _____ is that it would be nice to have him "present" more often. There are times during 1:1 or group meetings where I feel that _____ is incredibly distracted and not taking in everything that the individual or team is saying; this is understandable given his current burden here.
- He has a positive attitude & remains open even to being called at home when particularly difficult situations arise and further managerial advice needed.
- He interacts effectively with our most difficult customers.
- _____ has the knowledge and skill set needed and I have complete confidence that he can move [CompanyName] forward and achieve the goals set forth.
- He was always looking for ways to improve the unit and continually went above and beyond for the customers and staff.

Attitude

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
16. Holds themselves accountable for their performance and results.	15	3.40	93.3	7%	47%	47%	
17. Takes ownership for both successes and failures.	15	3.27	93.3	7%	60%	33%	
18. Steps forward and volunteers to support time-sensitive tasks without being asked, especially when others are unavailable.	14	3.00	92.9	7%	79%	14%	
19. Speaks about projects with language that conveys excitement and possibility.	15	3.47	100.0		53%	47%	
20. Shows initiative in resolving challenges rather than waiting for others to intervene.	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
16. Holds themselves accountable for their performance and results.	3.65	3.40	-0.25 ▼
17. Takes ownership for both successes and failures.	3.47	3.27	-0.20 ▼
18. Steps forward and volunteers to support time-sensitive tasks without being asked, especially when others are unavailable.	3.12	3.00	-0.12 ▼
19. Speaks about projects with language that conveys excitement and possibility.	3.59	3.47	-0.12 ▼
20. Shows initiative in resolving challenges rather than waiting for others to intervene.	3.29	3.40	+0.11 ▲

Comments:

- _____ is a team player and effective in his role.
- _____ has the customer at the center of his work and really desires to do the work strategically and from a system, flow perspective.
- _____ exceeds in above in all he does.
- _____'s style of leading a team is both refreshing and different than what I have experienced in the past.
- _____ has done a great job clarifying roles on his team and leading them by example and hard work as well.
- _____ handles every situation in a professional manner and he responds promptly to requests.

Emotional Intelligence

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. Is able to express themselves clearly.	15	3.53	100.0	47%	53%		
22. Is attentive to emotional cues and interprets others' feelings correctly.	15	3.00	80.0	20%	60%	20%	
23. Helps employees to resolve conflicts, communicate clearly, and work together to solve problems.	15	2.87	80.0	20%	73%	7%	
24. Is able to control their own emotions.	15	3.47	100.0	53%	47%		
25. Is able to manage their own emotions.	15	3.67	100.0	33%	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
21. Is able to express themselves clearly.	3.35	3.53	+0.18 ▲
22. Is attentive to emotional cues and interprets others' feelings correctly.	3.00	3.00	
23. Helps employees to resolve conflicts, communicate clearly, and work together to solve problems.	2.88	2.87	-0.02 ▼
24. Is able to control their own emotions.	3.00	3.47	+0.47 ▲
25. Is able to manage their own emotions.	3.76	3.67	-0.10 ▼

Comments:

- He is reliable and attends as many monthly department staff meetings as his schedule permits.
- _____ is a great manager, committed to each employee in our department.
- Uses his people skills to change negative situations into positive.
- _____ has been involved in many interviews and offers great input and insight. Involves the team in decisions, which gives those involved a sense of ownership.
- _____ is collaborative in everything he does and inspires a collaborative approach in others.
- One of the best supervisors that I have had.

Managing 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
26. Routinely holds audits of performance on a weekly or monthly basis.	15	3.40	93.3	7%	47%	47%	
27. Ensures employees understand their performance expectations.	15	3.33	93.3	7%	53%		40%
28. Holds the team accountable for meeting objectives.	15	3.53	100.0		47%	53%	
29. Continuously measures performance and provides feedback to employees regularly.	15	3.67	100.0		33%	67%	
30. Sets performance expectations that are clear, specific and concise.	15	3.33	100.0		67%		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
26. Routinely holds audits of performance on a weekly or monthly basis.	3.53	3.40	-0.13 ▼
27. Ensures employees understand their performance expectations.	3.12	3.33	+0.22 ▲
28. Holds the team accountable for meeting objectives.	3.41	3.53	+0.12 ▲
29. Continuously measures performance and provides feedback to employees regularly.	3.59	3.67	+0.08 ▲
30. Sets performance expectations that are clear, specific and concise.	3.41	3.33	-0.08 ▼

Comments:

- _____, more than most, takes what we've learned and implements changes.
- _____ is a wonderful person to work for.
- He handles situations in a calm, collective manner, and researches a situation before making a decision.
- As I have indicated above, _____ has had a difficult time in defining his role as manager within the department. As the manager of the department I appreciate _____'s engagement since last month and I am hopeful that he will grow in his leadership role.
- _____ is a great partner in Systems Implementation.
- 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.

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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
31. Works to implement corrective safety measures.	15	3.20	86.7	13%	53%	33%	
32. Keeps accurate safety records.	15	3.40	100.0		60%	40%	
33. Creates accurate and effective measures of safety.	15	3.20	86.7	13%	53%	33%	
34. Mitigates hazards and safety issues that arise.	15	3.27	93.3	7%	60%	33%	
35. Participates in safety training when offered.	15	3.00	80.0	20%	60%	20%	

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
31. Works to implement corrective safety measures.	3.18	3.20	+0.02 ▲
32. Keeps accurate safety records.	3.35	3.40	+0.05 ▲
33. Creates accurate and effective measures of safety.	3.18	3.20	+0.02 ▲
34. Mitigates hazards and safety issues that arise.	2.88	3.27	+0.38 ▲
35. Participates in safety training when offered.	3.18	3.00	-0.18 ▼

Comments:

- He has far exceeded my expectations in transforming the position as it transitioned into one that encompassed more of the quality and safety role.
- Appreciate _____'s willingness to participate on leadership in expanding research activity.
- _____ is a solid asset to the human resources division and the [CompanyName] senior management team.
- Your initiative influences others in a positive way.
- _____ demonstrates excellent skills at approaching employees that need correction action. My only thought would be he could be a more enforcing with employees that show continued bad behavior after correction action was taken.
- _____ is willing to tackle performance situations and solicits feedback on how his team is doing.

Vision

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
36. Creates a workplace culture that reflects the organizational vision.	15	3.20	93.3	7%	67%		27%
37. Develops a schedule that outlines specific phases, measurables, and deadlines, ensuring that work is systematically aligned and coordinated with the organization's vision.	15	3.27	93.3	7%	60%		33%
38. Entrusts team members with executing the vision.	15	3.27	86.7	13%	47%		40%
39. Establishes an inspiring and strategic vision for the department.	15	3.13	86.7	13%	60%		27%
40. Persuades others to follow the Company's vision.	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
36. Creates a workplace culture that reflects the organizational vision.	3.18	3.20	+0.02 ▲
37. Develops a schedule that outlines specific phases, measurables, and deadlines, ensuring that work is systematically aligned and coordinated with the organization's vision.	3.35	3.27	-0.09 ▼
38. Entrusts team members with executing the vision.	3.24	3.27	+0.03 ▲
39. Establishes an inspiring and strategic vision for the department.	3.59	3.13	-0.45 ▼
40. Persuades others to follow the Company's vision.	3.29	3.40	+0.11 ▲

Comments:

- He consistently helps us in problem solving a variety of issues.
- When I bring a problem to _____ he does not jump in to problem solving mode, which I appreciate because sometimes I already have a solution(s) in mind and want an opportunity to share those with her, rather than his trying to jump to solving my problems for me. If I do not have a solution in mind, he helps me generate possible solutions by asking questions not by trying to solve it for me. I find this to be very valuable.
- _____ should consider continuing to expand his technical expertise and understanding of Epic beyond his comfort zone.
- He can fall behind on projects without providing timely feedback.
- Experience, mentoring and self-confidence.
- _____ can help us all by setting that expectation as we work as teams and in 1 on 1's.

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?

- _____ always readily shares information which helps facilitate communication with staff in a timely and effective manner.
- _____ communicates his expectations of the team well and involves them in the process improvement plans.
- I truly enjoy working with _____ on a daily basis.
- Professionalism is an area where I feel _____ could continue to develop is making sure that his non-verbal cues are kept to a minimum. He tends to show more of his frustration and does not communicate them verbally. Earning and keeping the respect of the team will require open and constructive collaboration; once the team feels this it will foster more open communication and develop trust within the team, and with him.
- He communicates with the people involved to resolve the issue. He shows effort to understand each employee's workflow by asking questions. He shares his calendar to us (her subordinates) and tell us that we can talk to him if we have questions or issues to talk about.
- He is willing to fill in with daily workload when we are short staffed.

What do you like best about working with this individual?

- I would like to receive some more feedback on completed tasks to make sure I am being effective.
- _____ is excellent at providing positive feedback in the moment while in meetings.
- Demonstrates an ability to remain focused on outcomes.
- He asks opinions from others and promotes team work within [CompanyName]. Trust is an area this department has lacked.
- _____ is an outstanding manager.
- The advice and direction I receive from _____ is often on point and helps to provide positive outcomes. Over the last year as I have grown _____ has allowed that growth...I have never been left without support but I have been given the trust to operate independently, all the while understanding that I can, will and have been held accountable.

What do you like least about working with this individual?

- Allocates resources in advance to ensure the required work can be completed.
- _____ has supported me through some tough contract negotiations and he is the consummate professional.
- _____ fully updates the unit and staff on needed information. His direction and focus are well explained.
- Has a very good attitude which makes it a pleasure working environment. Stays organized and on top of most all issues that arise.
- He has positive energy, leads by example, and cares about teammates.
- It's been a pleasure to work for him.

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

- He has integrated into Systems more than anyone else. He is truly an asset for [CompanyName]'s work.
- _____ has a strong work ethic and is consistently working with the mindset that customers come first.
- _____ continues to be a great boss. He is available to us and always has time to help with anything.
- He is strong in his convictions and does a good job at balancing the need for exceptional customer service and effectively running an organization.
- Professionalism is an area where I feel _____ could continue to develop is making sure that his non-verbal cues are kept to a minimum. He tends to show more of his frustration and does not communicate them verbally. Earning and keeping the respect of the team will require open and constructive collaboration; once the team feels this it will foster more open communication and develop trust within the team, and with him.
- He maintains the treatment machines in working condition and keeps the department current with technology and new treatment techniques. One way to improve, that may affect several performance elements, is to see the experience from the customer perspective and to verbalize the customer experience in discussion with the staff. Not only will this focus discussions, but it will let others know that we all share similar values.

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

- I appreciate _____'s willingness to share his knowledge with our team.
- _____ is fully on board with engaging our staff in continuing improvements. I can see great improvements in team development.
- He has never said he was too busy for me or stated come back later. I think [CompanyName] is very lucky to have him as a manager.
- One of the best supervisors that I have had.
- He is strong in his convictions and does a good job at balancing the need for exceptional customer service and effectively running an organization.
- He is an effective communicator with his colleagues and I look forward to working with him in the years to come as we taken [CompanyName] to new levels of achievement.

Any final comments?

- He solicits feedback readily and makes clear and collaborative decisions based upon that feedback.
- _____ has been so busy with his daily work, and filling in the gaps of a shortage of employees that he has not been able to attend any seminars or outside educational courses. It would be in all of our best interest for him to be able to attend these functions.
- He encourages teammates more as a peer than a coach.
- He does not ask for anything from his team that he is not willing to do, or has done himself.
- He makes it very clear what the expectations are and the goals stay consistent. If there is a change in focus, the reason for the change in focus or priority is clearly explained and is not done on a whim. Changes are thought out and logical.
- _____ see the opportunity for process improvement within the department but does not consistently lead an organized approach to initiate those improvements.