



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.

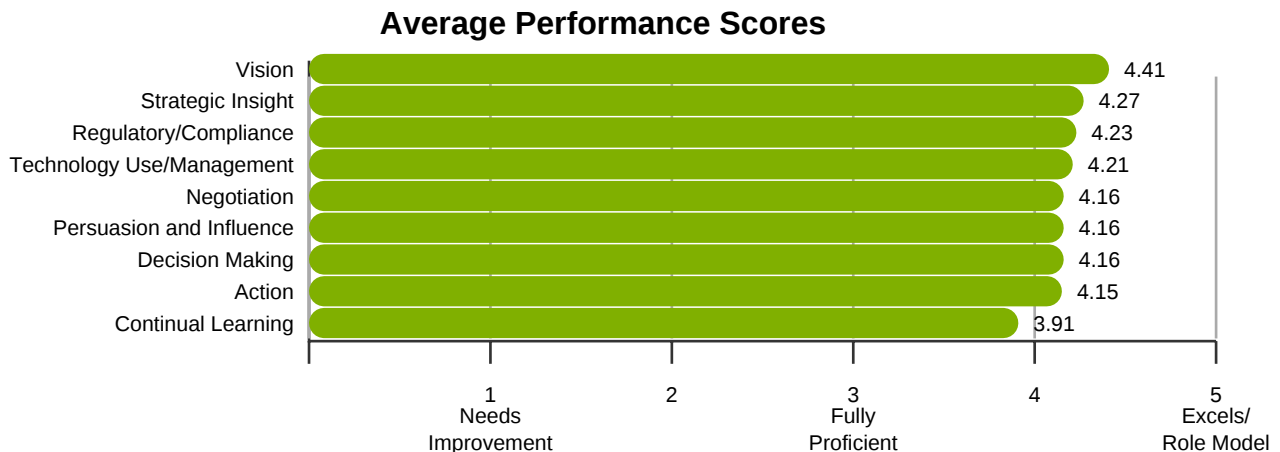
What to Do with Your Feedback

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

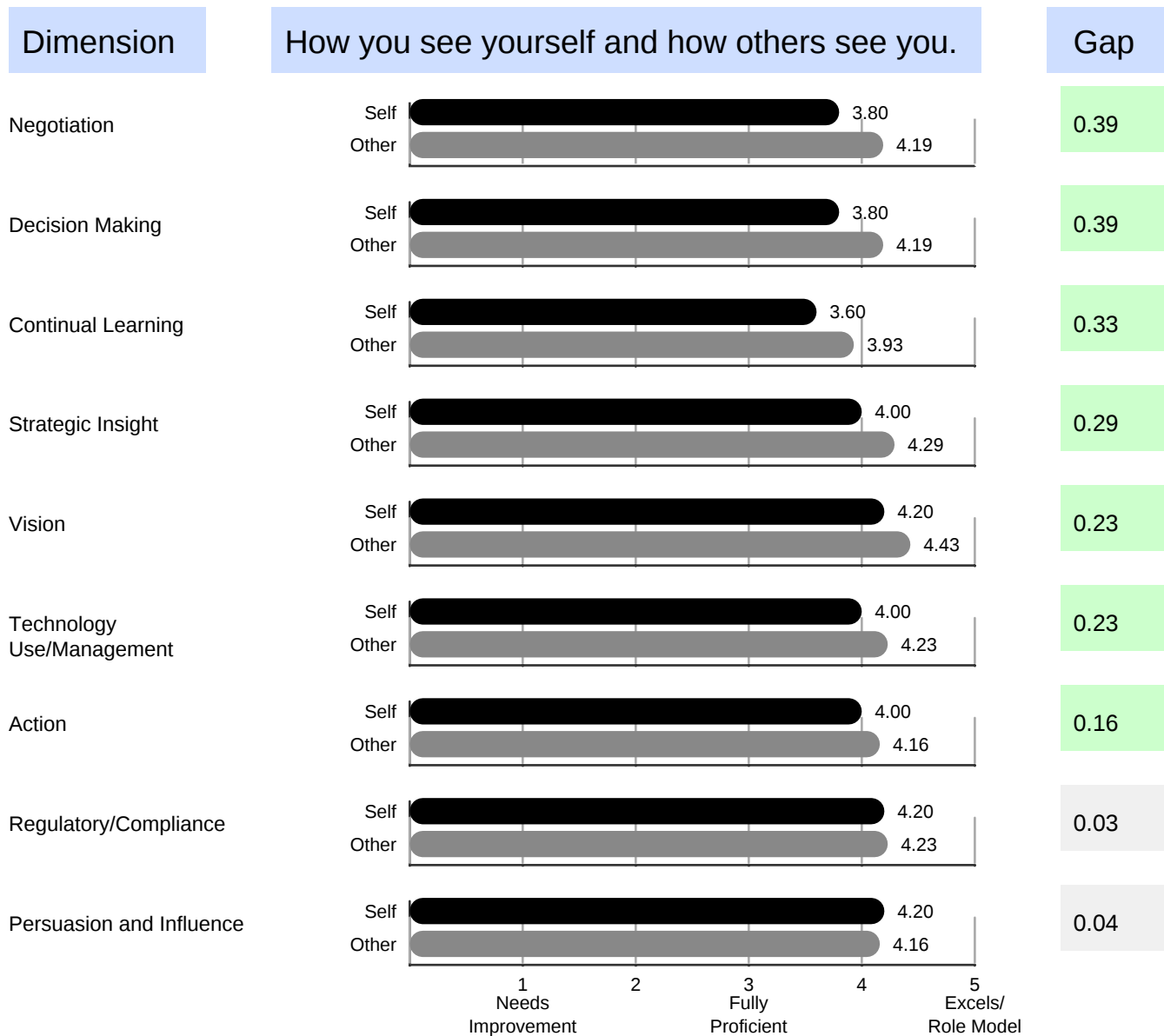
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 9 major dimensions of leadership.

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



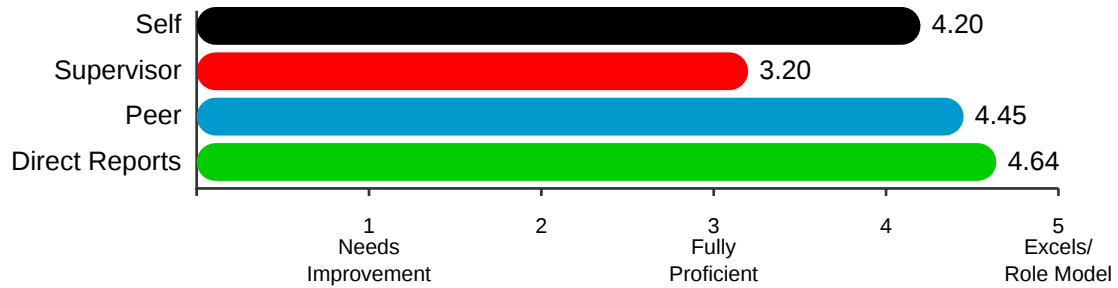
Gap Analysis

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



Vision

Summary Scores



1. Formulates strategies that reflect a shared vision for the organization.



2. Transforms the current vision into clear objectives and a strategic roadmap.



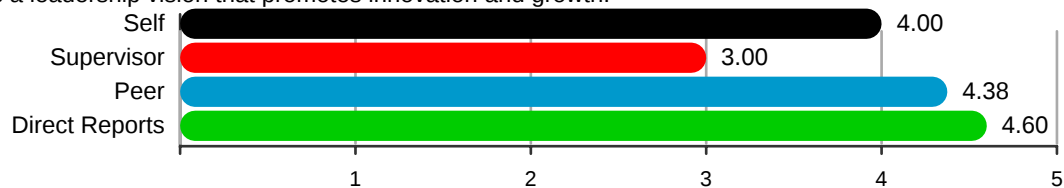
3. Devoted to carrying out the strategic vision.



4. Envisions and articulates a clear path for the department's growth over the next year.



5. Fosters a leadership vision that promotes innovation and growth.



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).

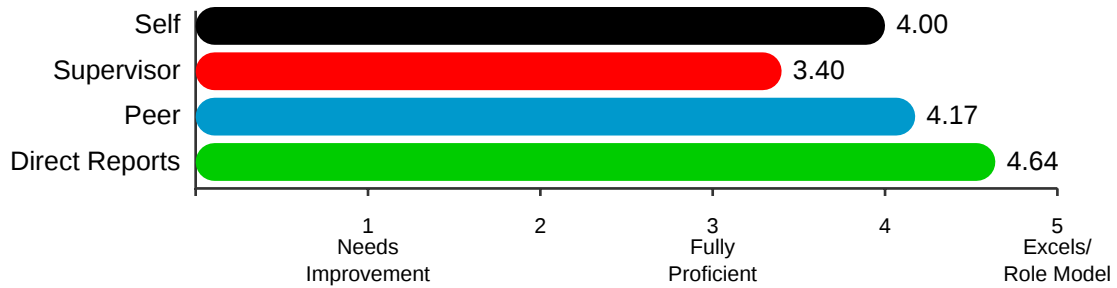
Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
1. Formulates strategies that reflect a shared vision for the organization.	15	4.20	93.3	7%	67%		27%
2. Transforms the current vision into clear objectives and a strategic roadmap.	15	4.87	100.0	13%	87%		
3. Devoted to carrying out the strategic vision.	15	4.27	93.3	7%	60%		33%
4. Envisions and articulates a clear path for the department's growth over the next year.	15	4.40	86.7	13%	33%		53%
5. Fosters a leadership vision that promotes innovation and growth.	15	4.33	93.3	7%	53%		40%

Comments:

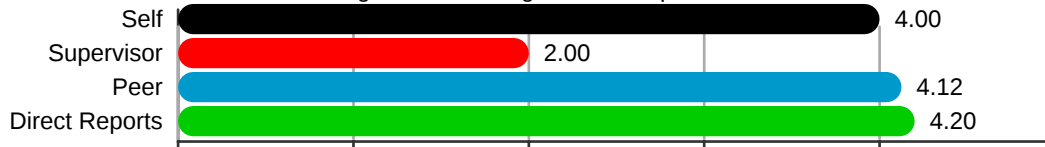
- The advice and direction I receive from ___ is often on point and helps to provide positive outcomes. Over the last year as I have grown ___ has allowed that growth...I have never been left without support but I have been given the trust to operate independently, all the while understanding that I can, will and have been held accountable.
- ___ should consider continuing to expand her technical expertise and understanding of Epic beyond her comfort zone.
- ___ is a great role model and leader. Others could learn from her style.
- Always steps up if help is needed.
- ___ always remains professional in her interactions and I appreciate her direct style of communication.
- She is an excellent Manager!

Strategic Insight

Summary Scores



6. Converses with customers and clients to get a better insight into their personal needs.



7. Attends industry conferences to gain further insight into how other companies deal with similar issues.



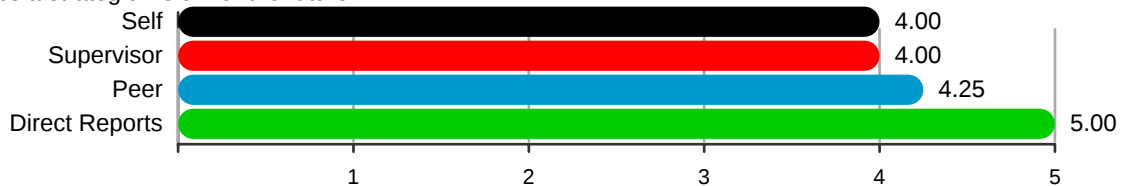
8. Meets with customers to gain insight into their core needs and how best to serve them.



9. Recognizes the needs of customers.



10. Develops a strategic vision for the future.



Level of Skill

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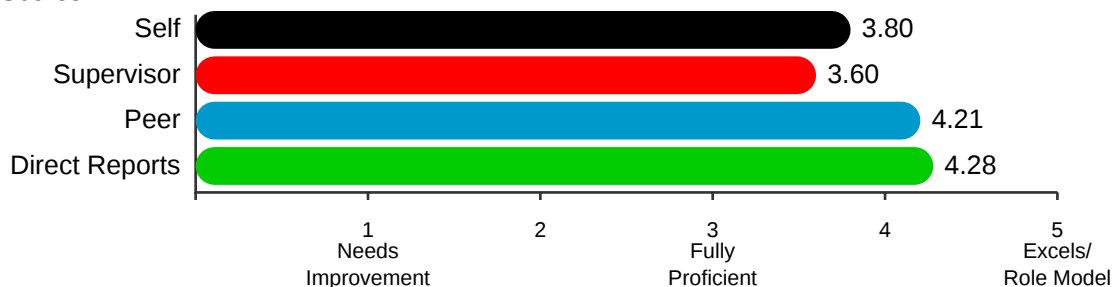
Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
6. Converses with customers and clients to get a better insight into their personal needs.	15	4.00	80.0	7%	13%	53%	27%
7. Attends industry conferences to gain further insight into how other companies deal with similar issues.	15	4.07	80.0		20%	53%	27%
8. Meets with customers to gain insight into their core needs and how best to serve them.	15	4.33	93.3	7%		47%	47%
9. Recognizes the needs of customers.	15	4.47	93.3	7%		40%	53%
10. Develops a strategic vision for the future.	15	4.47	93.3	7%		40%	53%

Comments:

- ___ is a visionary, has a lot of experience and knows what is happening in the department which is a benefit to the department and to the organization.
- ___ is a great communicator and challenges staff to look at process improvements. She is always available to assist with projects, initiatives and is available to assist with difficult situations in which managers and staff are faced with such as budgetary constraints as well as process improvement barriers.
- ___ is such an inspiration and role model to me, I feel empowered by her to make sound decisions.
- ___ is a strong leader and continues to grow in her role. ___ is approachable even if she does not have time. Team members enjoy her great attitude and her non stop energy. Some things that ___ does especially well and seems to do with ease are bulleted below.
- ___ 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.
- We are so lucky to have her a Manager. She is so attentive when anyone needs to talk to her, she is quick to respond to the needs of our unit or the individual.

Negotiation

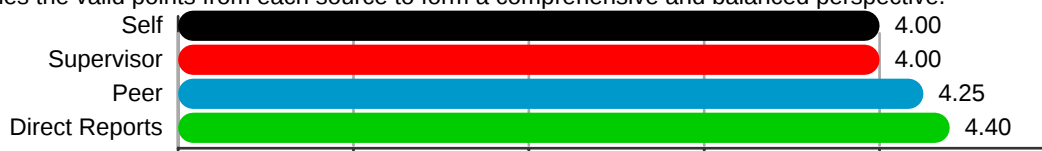
Summary Scores



11. Able to say "no" when it is essential to maintaining quality and high standards.



12. Combines the valid points from each source to form a comprehensive and balanced perspective.



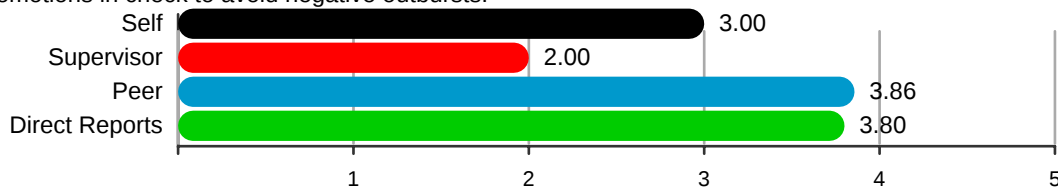
13. Always has a "game plan" prior to entering into negotiations.



14. Does what it takes to ensure that the final agreement aligns with core interests.



15. Keeps emotions in check to avoid negative outbursts.



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).

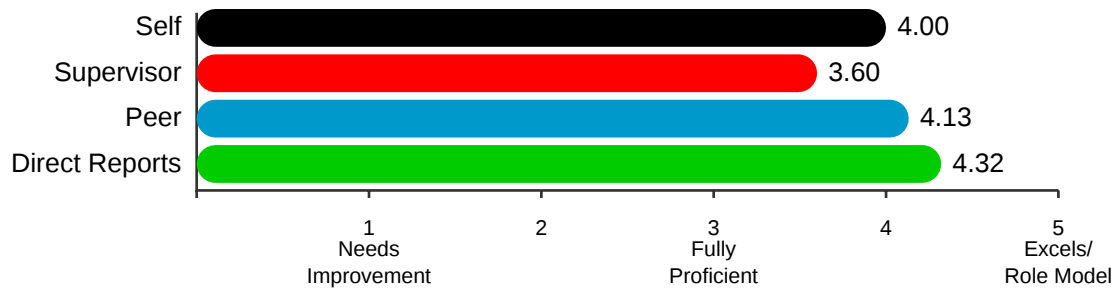
Item	n	Avg	LOA	Needs Improvement		Fully Proficient		Excels/ Role Model
11. Able to say "no" when it is essential to maintaining quality and high standards.	15	4.60	100.0		40%		60%	
12. Combines the valid points from each source to form a comprehensive and balanced perspective.	15	4.27	100.0		73%			27%
13. Always has a "game plan" prior to entering into negotiations.	15	4.33	100.0		67%			33%
14. Does what it takes to ensure that the final agreement aligns with core interests.	15	3.93	73.3	27%		53%		20%
15. Keeps emotions in check to avoid negative outbursts.	14	3.64	57.1	14%	29%	36%		21%

Comments:

- ___ is committed to our organization and leads by example.
- She always asks and seeks the advice of the whole leadership she listens to what we have to say.
- She has integrity, dependability, and a desire to constantly improve.
- She can fall behind on projects without providing timely feedback.
- ___ has a calm and professional style.
- ___ is a wonderful partner to work with. She has been consistently responsive to issues or requests from my team. She is a great problem solver and does a fabulous job of assisting my teams when they are working through a problem.

Action

Summary Scores



16. Successfully identifies the right person for a job when distributing tasks.



17. Effectively handles multiple complex issues simultaneously.



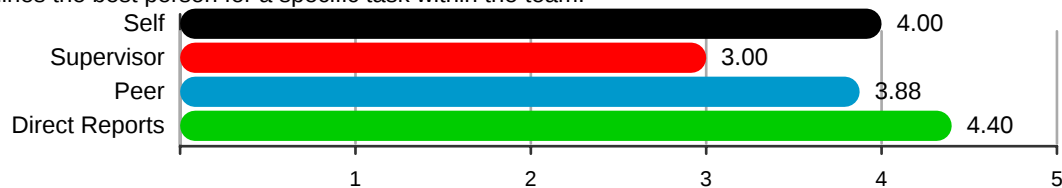
18. Takes the initiative and does not wait for the situation to change.



19. Adapts approach to overcome significant obstacles.



20. Determines the best person for a specific task within the team.



Level of Skill

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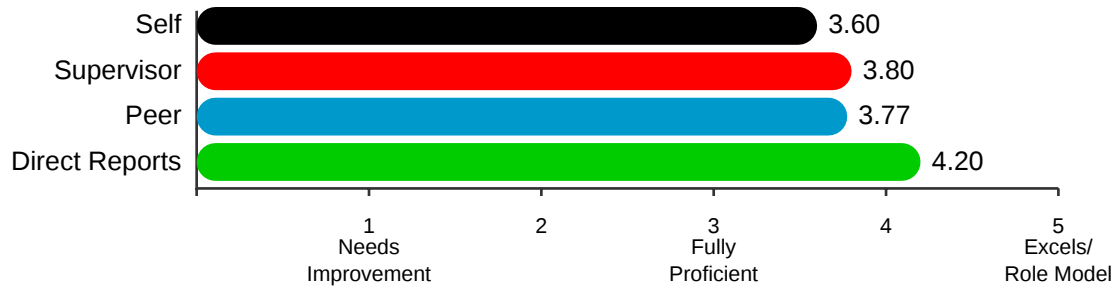
Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
16. Successfully identifies the right person for a job when distributing tasks.	15	4.33	86.7	13%	40%	47%	
17. Effectively handles multiple complex issues simultaneously.	15	4.27	93.3	7%	60%	33%	
18. Takes the initiative and does not wait for the situation to change.	14	4.00	92.9	7%	86%	7%	
19. Adapts approach to overcome significant obstacles.	14	4.14	85.7	7%	7%	50%	36%
20. Determines the best person for a specific task within the team.	15	4.00	66.7	7%	27%	27%	40%

Comments:

- 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.
- Does excellent job, always.
- A great addition to the team.
- ___ has a great sense of leadership, constantly keeping the goal in sight and striving toward success not only for her role but for the entire department and staff.
- ___ juggles a lot of responsibilities and appears to have it all under control.
- ___ is a great leader. She has excellent communication skills and has a wonderful leadership style.

Continual Learning

Summary Scores



21. Pursues self-improvement through continual learning.



22. Pursues learning that will enhance job performance.



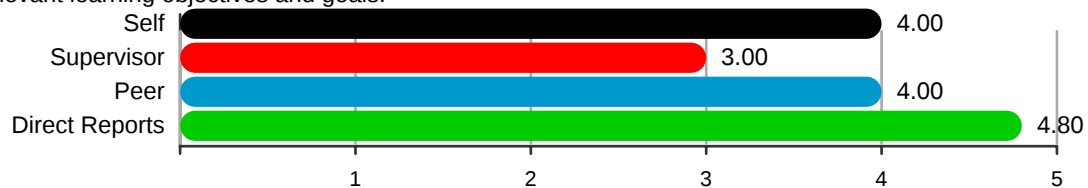
23. Pursues professional development opportunities when they arise.



24. Views setbacks as opportunities to learn from.



25. Sets relevant learning objectives and goals.



Level of Skill

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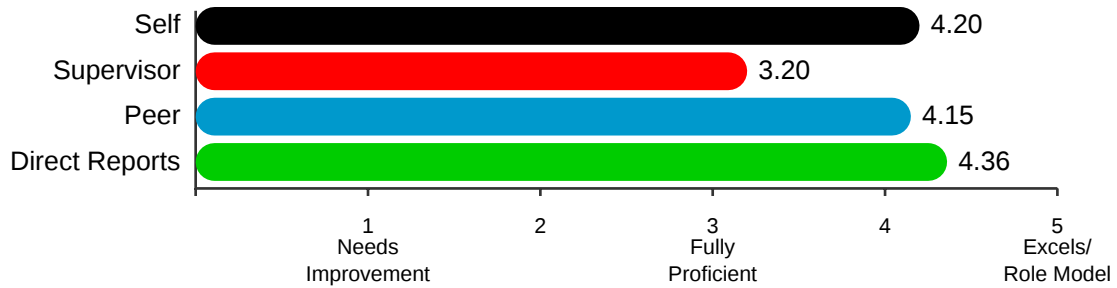
Item	n	Avg	LOA	Needs Improvement		Fully Proficient		Excels/ Role Model
21. Pursues self-improvement through continual learning.	15	4.00	66.7	13%	20%	20%	47%	
22. Pursues learning that will enhance job performance.	15	3.47	53.3	13%	33%	47%	7%	
23. Pursues professional development opportunities when they arise.	15	3.60	66.7	13%	20%	60%	7%	
24. Views setbacks as opportunities to learn from.	15	4.27	86.7	7%	7%	40%	47%	
25. Sets relevant learning objectives and goals.	15	4.20	80.0	7%	13%	33%	47%	

Comments:

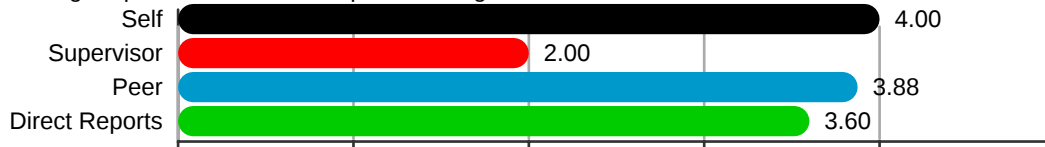
- She not only clearly communicates her desired outcomes but also follows up with her team members to ensure they understand. She is open for questions or feedback by everyone.
- She is a great manager and person to work for/with.
- ____ is a valuable resource to the organization and the team.
- Dependability, with whatever is needed.
- I have witnessed her supporting and encouraging the strengths of her team while managing their weaknesses.
- She is a very diligent hard worker.

Persuasion and Influence

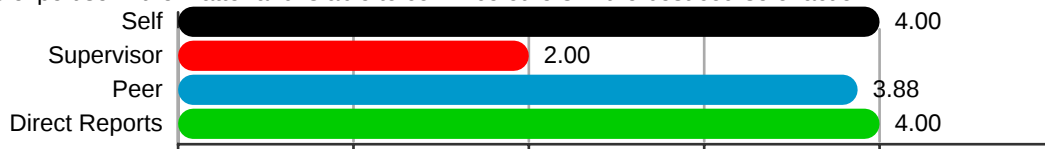
Summary Scores



26. Maintains a high reputation within the department/organization.



27. Exhibits expertise in the matter and is able to convince others in the best course of action.



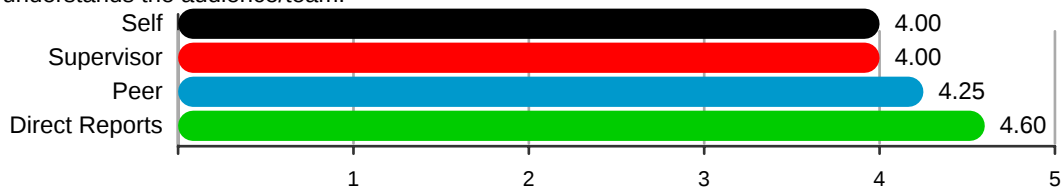
28. Changes the attitudes, behaviors, and beliefs of others.



29. Encourages employees to consider the merits of an unpopular change recently implemented.



30. Deeply understands the audience/team.



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).

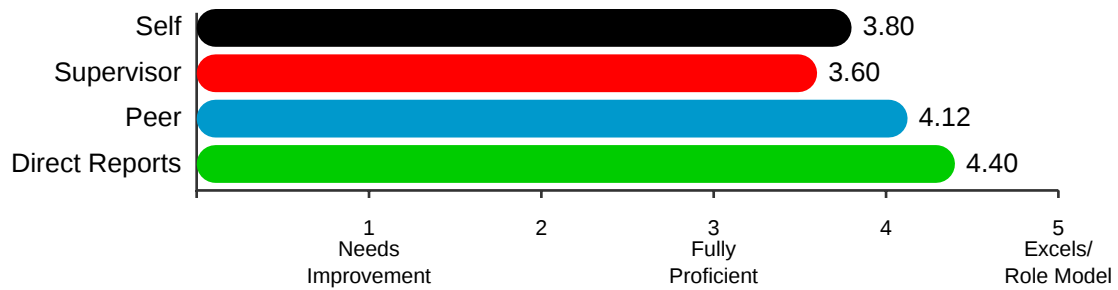
Item	n	Avg	LOA	Needs Improvement		Fully Proficient		Excels/ Role Model
26. Maintains a high reputation within the department/organization.	15	3.67	66.7	20%	13%	47%		20%
27. Exhibits expertise in the matter and is able to convince others in the best course of action.	15	3.80	73.3	20%	7%	47%		27%
28. Changes the attitudes, behaviors, and beliefs of others.	15	4.33	86.7	13%		40%		47%
29. Encourages employees to consider the merits of an unpopular change recently implemented.	15	4.67	100.0			33%		67%
30. Deeply understands the audience/team.	15	4.33	100.0			67%		33%

Comments:

- Some staff have different communication styles and I have observed some interactions where staff are feeling intimidated because they are not able to understand what ___ is trying to communicate with them, I also understand why ___ may be getting frustrated due to their lack of understanding. The issues don't always get resolved in a timely fashion which increases anxiety and frustration levels. Again, overall, I believe that ___ does a good job.
- I think ___ is doing a wonderful job in her new role here at this [CompanyName]. She has quickly become a vital part of the team. She is about to take on an even bigger role in the coming months and I think that she will demonstrate that she is very capable leader. I am glad that she has joined us.
- Thoroughness, accuracy, professionalism.
- She always takes the time to listen to all of us and never gives you the impression that she's rushing you. She doesn't dismiss any issues you bring to her, no matter how small. Any time you need to talk to her, you know that she will really HEAR YOU!
- She is a fantastic resource.
- 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.

Decision Making

Summary Scores



31. Determines the costs and potential benefits of decisions.



32. Uses reasonable assumptions and logic to decide between alternate courses of action



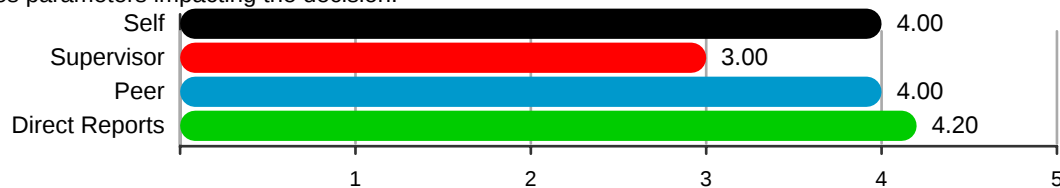
33. Encourages creative problem-solving by treating constraints as design challenges rather than obstacles.



34. Recognizes and generates innovative solutions.



35. Identifies parameters impacting the decision.



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).

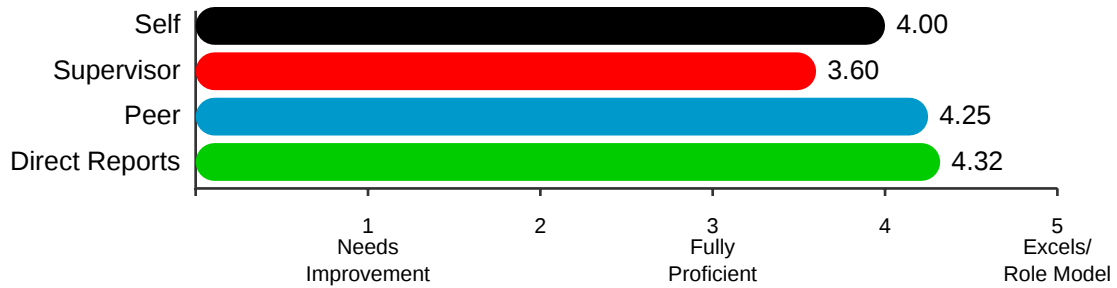
Item	n	Avg	LOA	Needs Improvement	Fully Proficient	Excels/ Role Model
31. Determines the costs and potential benefits of decisions.	15	4.07	80.0	20%	53%	27%
32. Uses reasonable assumptions and logic to decide between alternate courses of action	15	4.47	100.0	53%	47%	
33. Encourages creative problem-solving by treating constraints as design challenges rather than obstacles.	15	4.13	80.0	20%	47%	33%
34. Recognizes and generates innovative solutions.	15	4.13	86.7	13%	60%	27%
35. Identifies parameters impacting the decision.	15	4.00	80.0	20%	60%	20%

Comments:

- ____ is a solid asset to the human resources division and the [CompanyName] senior management team.
- ____ is great to work with. I really feel like I am a valued member of her team. She values what I have to say and really listens.
- She guides, influences, supports, facilitates her team towards the achievement of goals.
- She demonstrates organizational skills, leadership skills and clear communication skills that she applies everyday at work
- I have appreciated partnering with ____ over the last year in conversations with our educational partners interested in bringing their degree programs on-site for our production staff, as well in the whole transition of the department and roles of various employees. Her support during this transition was extremely helpful to me.
- ____ should consider continuing to expand her technical expertise and understanding of Epic beyond her comfort zone.

Technology Use/Management

Summary Scores



36. Understands and is committed to implementing new technologies.



37. Applies complex rules and regulations to maintain optimal system performance.



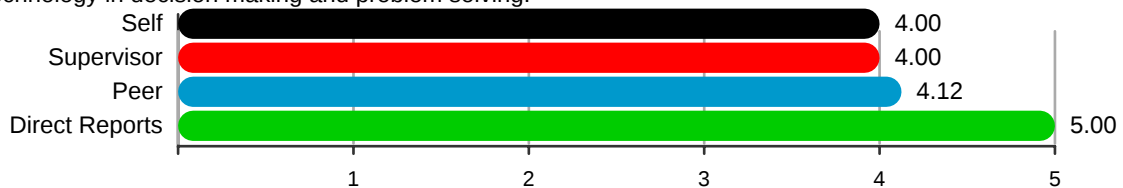
38. Identifies gaps between actual and needed technical competencies and provides recommendations for required training.



39. Proficient in the use of technical systems and processes.



40. Uses technology in decision making and 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 (Excels/ Role Model).

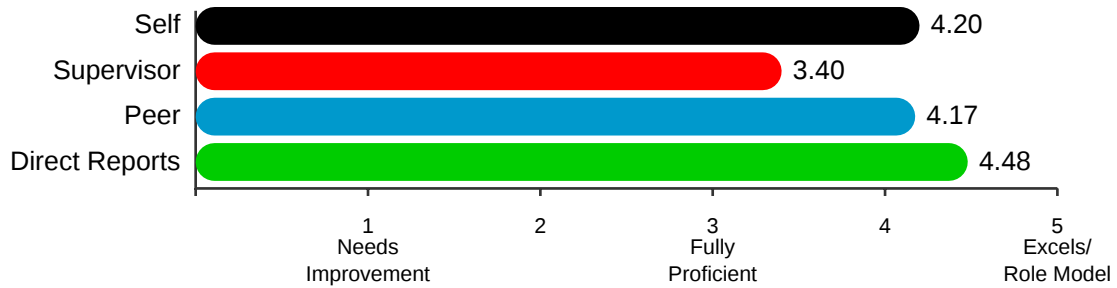
Item	n	Avg	LOA	Needs Improvement		Fully Proficient		Excels/ Role Model
36. Understands and is committed to implementing new technologies.	15	4.33	100.0			67%		33%
37. Applies complex rules and regulations to maintain optimal system performance.	15	3.93	80.0	13%	7%	53%		27%
38. Identifies gaps between actual and needed technical competencies and provides recommendations for required training.	15	4.27	86.7	13%		47%		40%
39. Proficient in the use of technical systems and processes.	15	4.13	86.7	13%		60%		27%
40. Uses technology in decision making and problem solving.	15	4.40	93.3	7%		47%		47%

Comments:

- ___ has been instrumental in initiating and helping to steer the department committee for [CompanyName]. ___ ensures that [CompanyName] is considered in any corporation changes as well as bringing information from [CompanyName] so that we function as one corporation.
- I appreciate her receptiveness and openness and her sense of humor.
- She has been tremendously helpful in facilitating new work flows in our area that we would have been unsuccessful at without her leadership.
- In many cases, not in all, she could benefit from wider input from the team rather than a position of: 'I discussed this with the boss and she approved it.'
- The same communication struggles translate into sometimes not clearly defining outcomes and expectations.
- I appreciate the honest evaluative feedback ___ provides for the staff in her area. This input helps immensely in the development of constructive development feedback for these professionals each year.

Regulatory/Compliance

Summary Scores



41. Creates documents and reports as needed to maintain compliance with regulations.



42. Develops and implements a compliance data recordkeeping system.



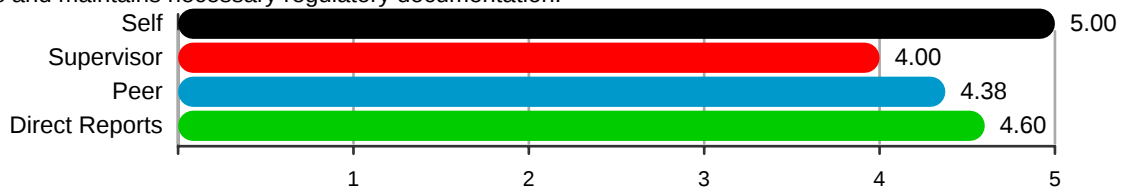
43. Implements strategies to ensure compliance.



44. Keeps detailed records of compliance measures.



45. Creates and maintains necessary regulatory documentation.



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
41. Creates documents and reports as needed to maintain compliance with regulations.	15	4.33	93.3	7%		53%		40%
42. Develops and implements a compliance data recordkeeping system.	15	4.20	80.0	20%		40%		40%
43. Implements strategies to ensure compliance.	15	4.13	86.7	13%		60%		27%
44. Keeps detailed records of compliance measures.	15	4.00	86.7	13%		73%		13%
45. Creates and maintains necessary regulatory documentation.	15	4.47	93.3	7%		40%		53%

Comments:

- ___ is doing well overall and shows that she is willing to learn, this is strongly due to ___'s role modeling and encouragement. If ___ will let down her guard and open up about her fears and let her peers help her and give her support, she will be a strong leader. We would love to help her!
- ___ has done an amazing job in this new leadership role in a very short time and has full support and appreciation of the staff.
- She relies heavily on her team to seek front line input and opinions and is always great about communicating upcoming changes.
- ___ is actively involved in observations and demonstrates her commitment to the team. This is very much appreciated.
- ___ is excellent at communicating with staff and other departments. She is able to read people well and place them where they would excel.
- ___ is highly professional and amazingly skilled at both critical thinking and detail management.

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 would encourage her to empathize with her team and show more of a calm, caring side.
- ___'s number one priority is customer outcome - she is a team player and is a pleasure to work with.
- Norm made an excellent choice by selecting ___ to lead [CompanyName].
- I really appreciate her.
- ___ established an environment in which teamwork and creativity flourished.
- ___ is very adept at thinking and leading in Core Competency style and terms. She practices what [CompanyName] preaches.

What do you like best about working with this individual?

- She also seeks out varied viewpoints which helps ensure all perspectives are considered so the most effective decisions can be made.
- ___ routinely reminds you, as an employee, how important our role is, which supports our participation and sharing ideas for improvement.
- Could benefit from increasing awareness on how much influence they have on the department.
- She also provided valuable input on making a hiring decision about an individual who offered great potential but lacked experience.
- She could help teammates by becoming more proficient in some areas.
- ___ is dedicated to her work and the employees that she manages. I am amazed at the kind of time she puts into this organization.

What do you like least about working with this individual?

- I have worked with ___ on many projects over the years and have found each experience to be done in a professional, knowledgeable fashion.
- I am VERY fortunate to be on her team and part of this division.
- She has provided training and projects for the billing staff so that they will be confident when working with operations staff. The goal is for billing staff to be able to support operations staff in their efforts to reduce mistakes on the front end and to tackle difficult customer questions.
- Staff expressed concern early this year about frustrations with quantity and boundaries for work, roles of staff and more.
- ___ is a "One of a kind" She is a great manager.
- She sets her expectations high, and delivers a high level of performance herself.

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

- There are some behaviors that are either accepted or ignored that continue to be an issue for the equality and satisfaction in the department.
- ___ is a great Manager. She is extremely talented at what she does and invests a great amount of effort into developing her staff. She is very supportive of staff growth, while also caring a great deal about each of her employees.
- ___ has made great visible improvements in her roles of communication, teamwork and engagement. She is creating a great presence in her position currently.
- I think staff would respect ___ more as a leader in the department if she would adhere to meeting deadlines and be respective of the amount of staff time required to keep bugging her to finish something.
- I believe that if more staff members in [CompanyName] had the opportunity to directly work with ___, our customer satisfaction scores will be out of the charts, because her expectations are clear, her communication is superb and there is a lot to learn from her.
- She frequently misses meetings which sends a message that it's not important to her and sets her apart from the rest of the team, who are just as busy.

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

- ____ established an environment in which teamwork and creativity flourished.
- Have persistence and tenacity
- ____ is incredibly talented and very smart. Her attention to detail is unparalleled.
- Having very minimum one-on-one discussion.
- Willingness to help, patience in teaching.
- She also does a good job of seeking out talent within our organization and making the best use of our current employees' strengths.

Any final comments?

- ____ handles every situation in a professional manner and she responds promptly to requests.
- ____ is an experienced, skilled leader. She maintains focus on goals and core values in the most challenging situations. Her extensive experience in operations has been a huge asset for the department. She has been a wonderful teacher for members of the team who lack management experience.
- I am glad ____ was chosen to step in and take lead of [CompanyName]. She uses good judgment and makes the right decisions, even when they are difficult.
- ____ needs to make sure and pass on company information she gets in emails or at the meetings. Sometimes we get information too late or not at all in regards to company happenings.
- I will always remember ____ as my first manager and be thankful she helped shape my first career.
- 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.