



Feedback Results  
Your CompanyName Here  
2025

Sample Employee

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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.

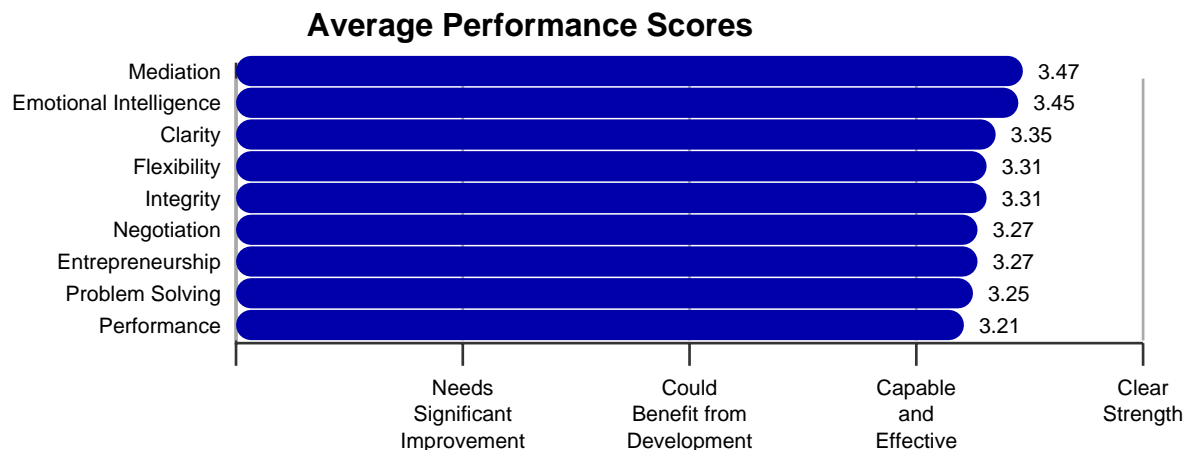
## What to Do with Your Feedback

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

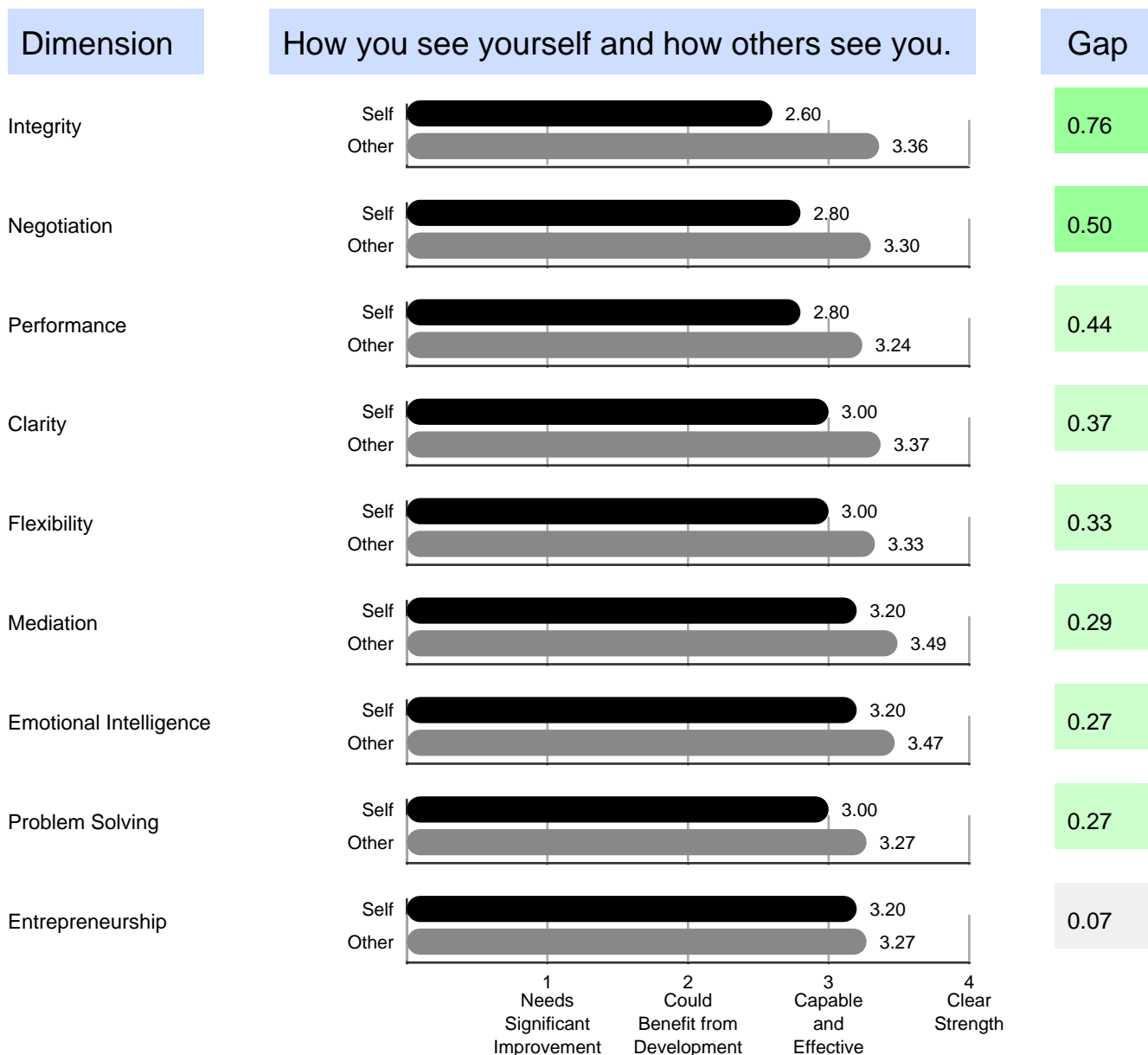
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 9 major dimensions of leadership.

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.



## Mediation

### 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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
1. Checks for comfort and readiness before initiating sensitive discussions, especially in caucus.	15	3.20	93.3	7%	67%		27%
2. Adapts the mediation process to facilitate changing circumstances.	15	3.87	100.0	13%	87%		
3. Reframes language or tone to maintain constructive dialogue.	15	3.33	93.3	7%	53%		40%
4. Uses open-ended and targeted questions to elicit relevant facts, perspectives, and interests.	15	3.60	93.3	7%	27%	67%	
5. Clearly communicates what will remain confidential and what may be shared with consent.	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. Checks for comfort and readiness before initiating sensitive discussions, especially in caucus.	3.29	3.20	-0.09 ▼
2. Adapts the mediation process to facilitate changing circumstances.	3.65	3.87	+0.22 ▲
3. Reframes language or tone to maintain constructive dialogue.	3.18	3.33	+0.16 ▲
4. Uses open-ended and targeted questions to elicit relevant facts, perspectives, and interests.	3.41	3.60	+0.19 ▲
5. Clearly communicates what will remain confidential and what may be shared with consent.	3.24	3.33	+0.10 ▲

### Comments:

- She has a very engaging style which generates trust and respect.
- Participating in Core Competency Training has provided me with the tools to implement best practices. I also took the time to reach out to the HR department on-staff trainer and utilize her knowledge for assistance on improving some of my weaker areas. This opportunity is helping re-build my confidence level working here.
- \_\_\_'s office staff each have their own personalities and she effectively communicates with all of them.
- \_\_\_ does try to increase her knowledge in the department. She's not quite there yet but is making a noticeable effort. \_\_\_ has shown marked improvement in being present when needed in the department.
- She is open to feedback and actively tries to improve.
- \_\_\_ is very supportive to staff and offers many opportunities for staff to grow.

# Clarity

## 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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
6. Avoids stating unclear or conflicting goals.	15	3.20	93.3	7%	60%	33%	
7. Clearly explains responsibilities to individuals.	15	3.20	86.7	13%	53%	33%	
8. Avoids creating ambiguity or mixed messages.	15	3.40	93.3	7%	47%	47%	
9. Clearly explains the vision and goals of the company.	15	3.47	93.3	7%	40%	53%	
10. Attends to the important details of a job or task.	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. Avoids stating unclear or conflicting goals.	3.24	3.20	-0.04 ▼
7. Clearly explains responsibilities to individuals.	3.41	3.20	-0.21 ▼
8. Avoids creating ambiguity or mixed messages.	3.24	3.40	+0.16 ▲
9. Clearly explains the vision and goals of the company.	3.18	3.47	+0.29 ▲
10. Attends to the important details of a job or task.	3.35	3.47	+0.11 ▲

### Comments:

- Communicate regularly with the whole company, not just one department.
- \_\_\_ came to [CompanyName] and has done a wonderful job of getting the message out.
- She is fully engaged in her work and shares her professional goals and projects so her team is aware of what she is working on and how the work of each team members fits within the departmental goals.
- I was impressed with the time she spent both working on the issue and with the individual. I believe these efforts will pay off.
- \_\_\_ is a great resource to me when I have HR or professional development issues. I count on her for her support and sound advice.
- I garner ideas from her regularly and look to her as a mentor.

## 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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
11. Collects information from various stakeholders, each with their own viewpoints, data, and interests.	15	3.53	100.0	47%	53%		
12. Is an effective negotiator, fostering positive relationships and achieving good outcomes.	15	3.27	100.0		73%		27%
13. Able to express themselves in a clear, convincing, and logical manner.	15	3.33	100.0		67%		33%
14. Firmly believes the company is making the best offer.	15	3.13	86.7	13%	60%		27%
15. Manages emotions to reduce the impact of negativity.	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. Collects information from various stakeholders, each with their own viewpoints, data, and interests.	3.47	3.53	+0.06 ▲
12. Is an effective negotiator, fostering positive relationships and achieving good outcomes.	3.47	3.27	-0.20 ▼
13. Able to express themselves in a clear, convincing, and logical manner.	3.35	3.33	-0.02 ▼
14. Firmly believes the company is making the best offer.	3.18	3.13	-0.04 ▼
15. Manages emotions to reduce the impact of negativity.	3.00	3.07	+0.07 ▲

#### Comments:

- She has high expectations of us as staff and of our volunteer team so that we are providing exceptional experiences every time.
- she continues to make improvements in core competencies.
- \_\_\_ offers a wealth of experience in the area of hematology and is willing and able to offer her advice and support.
- \_\_\_ needs no improvement
- I think \_\_\_ is an excellent addition to the manager team. As a new manager, she seems to be doing a great job!
- She tends to have self doubt at times, as we all do. But she is working on her confidence, and absolutely growing as a person.

# 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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
16. Experiments with new ideas to create innovative solutions to issues.	15	3.40	93.3	7%	47%	47%	
17. Adjusts approaches to fit unique scenarios.	15	3.27	93.3	7%	60%		33%
18. Allows workflows to evolve with the employees' creativity.	14	3.00	92.9	7%	79%		14%
19.	15	3.47	100.0		53%		47%

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
20. Innovates skills and modifies behaviors to remain flexible in addressing important issues.	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. Experiments with new ideas to create innovative solutions to issues.	3.65	3.40	-0.25 ▼
17. Adjusts approaches to fit unique scenarios.	3.47	3.27	-0.20 ▼
18. Allows workflows to evolve with the employees' creativity.	3.12	3.00	-0.12 ▼

Item	2024	2025	Change
19.	3.59	3.47	-0.12 ▼

<b>Item</b>	<b>2024</b>	<b>2025</b>	<b>Change</b>
20. Innovates skills and modifies behaviors to remain flexible in addressing important issues.	3.29	3.40	+0.11 ▲

**Comments:**

- She supports each and every one of us and was very sensitive to how this was effecting every staff member.
- Attitude is there; however, follow through is lacking at times.
- She has an innate ability to match assigned roles with individual strengths.
- \_\_\_ does not beat around the bush nor does she have hidden agendas.
- \_\_\_ is amazing at leading by example for our entire organization when it comes role modeling exceptional performance in daily work of communication and integrity.
- She is quick and willing to aid.

## Integrity

### 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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
21. Prioritizes accountability to ensure that actions align with the company's values and ethical principles.	15	3.53	100.0	47%	53%		
22. Is transparent, open and honest about their actions and decisions.	15	3.00	80.0	20%	60%	20%	
23. Creates a Code of Conduct to guide employees on the company's expectations regarding ethics and integrity.	15	2.87	80.0	20%	73%	7%	
24. Handles difficult interactions with grace to set a positive example for others, promoting a culture of respect and professionalism.	15	3.47	100.0	53%	47%		
25. Is a reliable and dependable partner.	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. Prioritizes accountability to ensure that actions align with the company's values and ethical principles.	3.35	3.53	+0.18 ▲
22. Is transparent, open and honest about their actions and decisions.	3.00	3.00	
23. Creates a Code of Conduct to guide employees on the company's expectations regarding ethics and integrity.	2.88	2.87	-0.02 ▼
24. Handles difficult interactions with grace to set a positive example for others, promoting a culture of respect and professionalism.	3.00	3.47	+0.47 ▲
25. Is a reliable and dependable partner.	3.76	3.67	-0.10 ▼

#### Comments:

- just know going through the hiring process with her.
- Has a "go getter" attitude!
- \_\_\_ has excellent job and people skills.
- She has a calm demeanor and willingness to help with anything.
- \_\_\_ is a strong manager, by which I mean she lets her employees know what is going on at all times, and I get the feeling that she has a handle on her job, and wants to be the best manager for us here.
- Don't be afraid to ask questions when stuck on a task.

## 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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
26. Is able to control their own emotions.	15	3.40	93.3	7%	47%	47%	
27. Accurately perceives the emotional reactions of others.	15	3.33	93.3	7%	53%	40%	
28. Able to understand others' points of view.	15	3.53	100.0		47%	53%	
29. Is able to manage their own emotions.	15	3.67	100.0		33%	67%	
30. Helps employees to resolve conflicts, communicate clearly, and work together to solve problems.	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. Is able to control their own emotions.	3.53	3.40	-0.13 ▼
27. Accurately perceives the emotional reactions of others.	3.12	3.33	+0.22 ▲
28. Able to understand others' points of view.	3.41	3.53	+0.12 ▲
29. Is able to manage their own emotions.	3.59	3.67	+0.08 ▲
30. Helps employees to resolve conflicts, communicate clearly, and work together to solve problems.	3.41	3.33	-0.08 ▼

### Comments:

- Working with other leaders has given me a great appreciation for the broader organizational goals and has inspired me to forward the Strategic Plan to all staff.
- \_\_\_ exceeds all expectations in all aspects of her job and the jobs of others when helping on the floor.
- Loyalty. Willingness to get it right.
- \_\_\_ has been very supportive of me and the Institute.
- She has created a highly engaged team and manages a diverse group of individuals very well.
- As part of this team I feel a tremendous ownership at [CompanyName], only after a year in my position, and I strongly feel that \_\_\_'s leadership and trust and confidence in what I can accomplish for [CompanyName] has been the major key in developing this strong feeling of belonging to my new place at [CompanyName].

## 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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
31. ...Overall Performance	15	3.20	86.7	13%	53%	33%	
32. Sets a high standard for job performance.	15	3.40	100.0		60%	40%	
33. ...Produce Quality	15	3.20	86.7	13%	53%	33%	
34. Effective in performing his/her job.	15	3.27	93.3	7%	60%	33%	
35. Shown significant improvement in job performance.	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. ...Overall Performance	3.18	3.20	+0.02 ▲
32. Sets a high standard for job performance.	3.35	3.40	+0.05 ▲
33. ...Produce Quality	3.18	3.20	+0.02 ▲
34. Effective in performing his/her job.	2.88	3.27	+0.38 ▲
35. Shown significant improvement in job performance.	3.18	3.00	-0.18 ▼

### Comments:

- \_\_\_'s leadership in finance and strategy is exemplary. However, her ability to use her team and discuss direction is an area where she can improve.
- 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.
- She could benefit from understanding about how to create resolution and clarity.
- \_\_\_ consistently involves employees in shared decision making to determine how to achieve optimal outcomes. \_\_\_ excels in approaching a situation from a system perspective and works with you to determine the best steps to take.
- One of the best supervisors that I have had.
- She is a natural and perfect fit for the CFO position.

## 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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
36. Develops a schedule and gathers the necessary materials and tools.	15	3.20	93.3	7%	67%	27%	
37. Has the ability to compare "best practice" performance to current situation and affect improvements.	15	3.27	93.3	7%	60%	33%	
38. Conducts a thorough and careful analysis of the underlying causes of problems.	15	3.27	86.7	13%	47%	40%	
39. Involves team members in conversations about the problem to improve communication and teamwork, which helps in finding and applying the best solutions.	15	3.13	86.7	13%	60%	27%	
40. Determines what facts are relevant.	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. Develops a schedule and gathers the necessary materials and tools.	3.18	3.20	+0.02 ▲
37. Has the ability to compare "best practice" performance to current situation and affect improvements.	3.35	3.27	-0.09 ▼
38. Conducts a thorough and careful analysis of the underlying causes of problems.	3.24	3.27	+0.03 ▲
39. Involves team members in conversations about the problem to improve communication and teamwork, which helps in finding and applying the best solutions.	3.59	3.13	-0.45 ▼
40. Determines what facts are relevant.	3.29	3.40	+0.11 ▲

### Comments:

- I her role as a director, I have seen \_\_\_ continually role modeling expectations that reflect a clear customer service focus resulting in the best customer experience.
- she is clear in defining her desired outcomes but would encourage following up and confirm that the staff/team have heard them.
- \_\_\_ is excellent at communicating with staff and other departments. She is able to read people well and place them where they would excel.
- \_\_\_ is respected by the team and they openly seek out her advise or opinion.
- There are a lot of great features this system has to offer and \_\_\_ has challenges at times.
- Has a "go getter" attitude!

## Entrepreneurship

### Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Needs Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
41. Exhibits determination and passion in completion of goals.	15	3.33	93.3	7%	53%	40%	
42. Excellent at managing relationships with stakeholders.	15	3.33	93.3	7%	53%	40%	
43. Balances risks and rewards when making decisions.	15	3.13	86.7	13%	60%	27%	
44. Able to adapt the department to changing business demands and climate.	15	3.00	86.7	13%	73%	13%	
45. Takes the initiative to complete tasks.	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
41. Exhibits determination and passion in completion of goals.	3.29	3.33	+0.04 ▲
42. Excellent at managing relationships with stakeholders.	3.41	3.33	-0.08 ▼
43. Balances risks and rewards when making decisions.	3.35	3.13	-0.22 ▼
44. Able to adapt the department to changing business demands and climate.	3.18	3.00	-0.18 ▼
45. Takes the initiative to complete tasks.	3.35	3.53	+0.18 ▲

### Comments:

- She not only takes opportunities to develop herself professionally, but also supports her staff's development, too.
- I feel as though I have a shared decision making relationship with \_\_\_ which makes me feel valued. She supports me and values my opinion.
- \_\_\_ does a great job in letting me know what is expected. She holds regular meetings to keep me on track and is helping to mentor me in my new role.
- She could improve with a take charge attitude.
- \_\_\_ is a new manager and it is clear that she wants to do well and engage her team.
- She is doing great work with the CCO. The role of COO is new at [CompanyName] and needs better definition over the long pull.

## 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?

- Large diverse group of staff that requires a lot of patience and communication. I believe that I do this very well. Exceeded budget expectations during last fiscal year by approximately a large amount.
- Definitely goes out of her way to involve the entire office in decisions that will affect us all.
- Staff expressed concern early this year about frustrations with quantity and boundaries for work, roles of staff and more.
- I appreciate that \_\_\_ reaches out to communicate expected changes and organizational impact.
- Professionalism is an area where I feel \_\_\_ could continue to develop is making sure that her non-verbal cues are kept to a minimum. She tends to show more of her 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 her.
- I think that \_\_\_ demonstrates the computer skills and initiative that is needed to do the manager's role now it is the critical thinking application.

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

- When dealing with HR issues my HR business partner is always involved.
- \_\_\_ is a great team player with an employee safety and satisfaction focus.
- Attitude is there; however, follow through is lacking at times.
- I value \_\_\_ for so much more than her negotiating skills which are outstanding.
- She has always been a great resource for me and my areas of responsibility providing us with the support we need to function.
- Everyone who works with \_\_\_ knows she's results-oriented and has amazing insights into human behavior and its motivations.

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

- She really wants the best for [CompanyName] and I see her consistently use that as a decision-making barometer.
- Provides coaching for developing team leaders to help them meet their goals.
- Very much appreciate \_\_\_'s integrity as well as her commitment to fostering a professional and evidence-based practice environment.
- Very knowledgeable in information technology and uses his knowledge well to assist with issues and or teaches team.
- \_\_\_'s engagement scores for her direct reports are some of the highest in all of [CompanyName]. She deserves recognition for this.
- \_\_\_ has been a tremendous resource for my own professional development in this department and in recruitment. She openly provides feedback, talks through issues/questions, and engages me in the entire process. She finds opportunities for team to utilize our own strengths in order to contribute to the larger team.

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

- While she remains considerate of the impact each roll out has on front line staff, she also ensures we stay focused and on track.
- Consistently involves employees in shared decision-making to determine how to achieve outcomes.
- I value \_\_\_ for so much more than her negotiating skills which are outstanding.
- I admire her ability to see the big picture (both within our walls and outside our walls).
- \_\_\_'s management style is excellent.
- Very knowledgeable and always steps up if help is needed.

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

- I have truly appreciated her guidance.
- I feel like I can run things past her and she will give me her honest feedback on how to proceed.
- She is fully engaged in her work and shares her professional goals and projects so her team is aware of what she is working on and how the work of each team members fits within the departmental goals.
- \_\_\_ is an outstanding leader and [CompanyName] is incredibly fortunate to have her on our team!
- She can see the fine details well for unit needs that fits into the organizations mission and the needs of the staff.
- She has never said she was to busy for me or stated come back later. I think [CompanyName] is very lucky to have her as a manager.

### Any final comments?

- \_\_\_ continually devotes her attention to opportunities for process improvement and professional growth.
- \_\_\_ is professional, collaborative. . .a great team member.
- \_\_\_ has an opportunity to communicate more courteously when having to move through the bureaucracy within our organization, e.g. planning and program directives or policies and procedures.
- \_\_\_ does a great job in letting me know what is expected. She holds regular meetings to keep me on track and is helping to mentor me in my new role.
- I think that \_\_\_ demonstrates the computer skills and initiative that is needed to do the manager's role now it is the critical thinking application.
- Is sincerely a role model for everything one would look for in a role model as a team member.