



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.

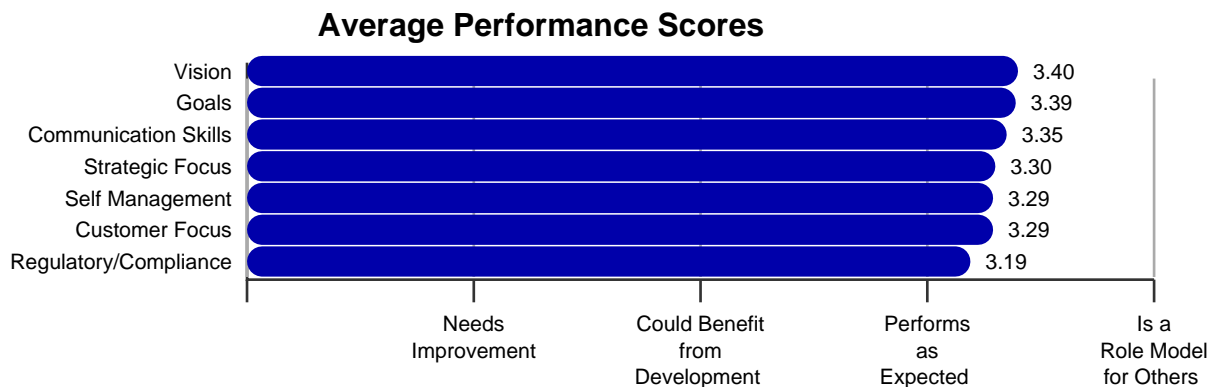
What to Do with Your Feedback

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

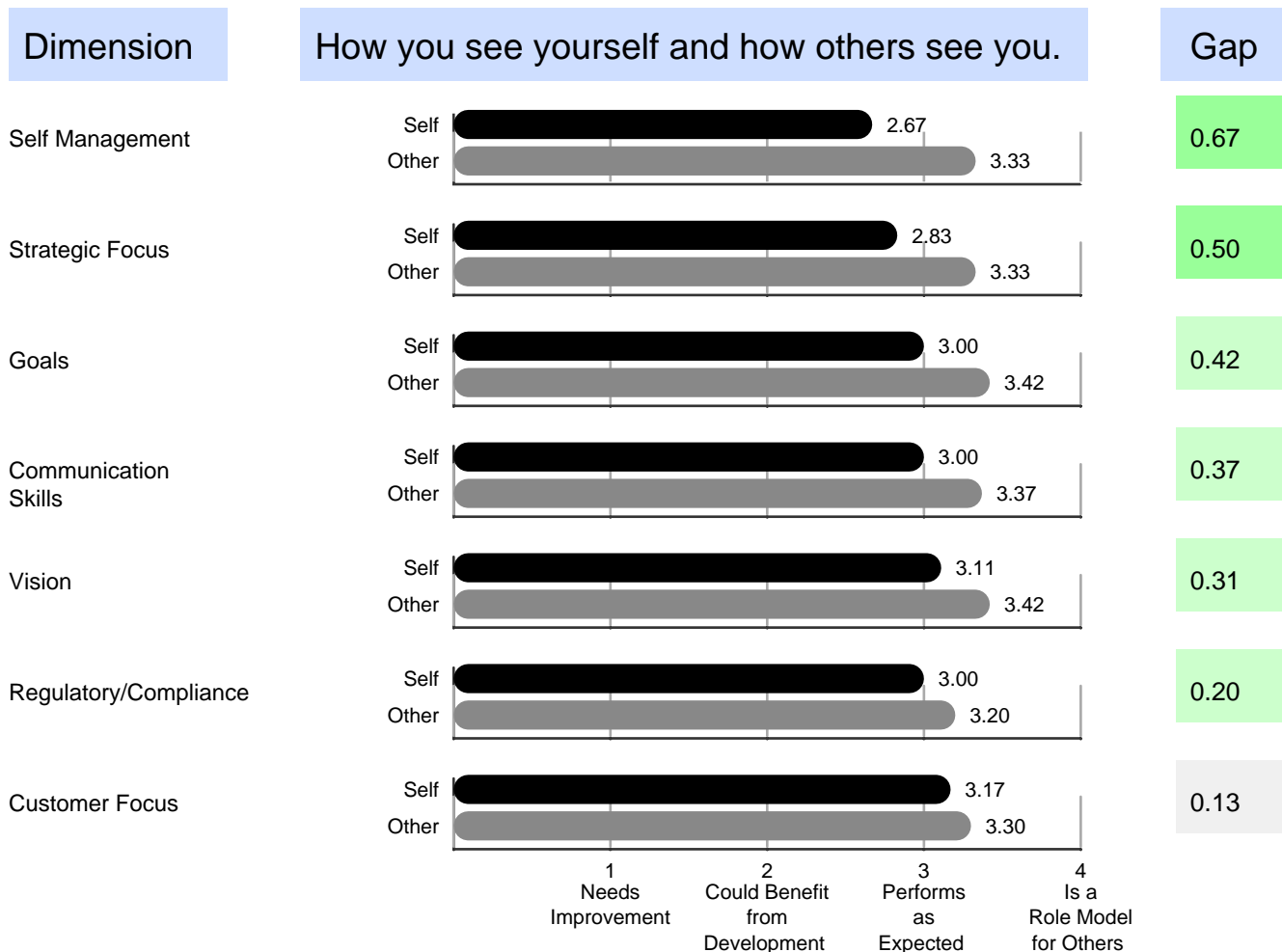
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 7 major dimensions of leadership.

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.



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 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. Crafts a compelling roadmap for the department's future.	15	3.20	93.3	7%	67%		27%
2. Develops an inspiring and ambitious vision of growth for the organization's future.	15	3.87	100.0	13%	87%		
3. Provides the vision needed to help the organization remain competitive and adaptable in a dynamic market.	15	3.33	93.3	7%	53%		40%
4. Expresses the Company vision in a way that is easily understood and adopted by employees.	15	3.60	93.3	7%	27%	67%	
5. Committed to turning the strategic vision into reality by meticulously planning, coordinating, and overseeing the implementation of an action plan.	15	3.33	93.3	7%	53%		40%
6. Sets a schedule for achieving the organization's vision.	15	3.20	93.3	7%	60%		33%
7. Challenges employees to stretch beyond their comfort zones in pursuit of visionary goals.	15	3.20	86.7	13%	53%		33%
8. Designs and implements a forward-looking vision for the company.	15	3.40	93.3	7%	47%		47%
9. Provides autonomy and resources to pursue initiatives that align with the vision.	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. Crafts a compelling roadmap for the department's future.	3.29	3.20	-0.09 ▼
2. Develops an inspiring and ambitious vision of growth for the organization's future.	3.65	3.87	+0.22 ▲
3. Provides the vision needed to help the organization remain competitive and adaptable in a dynamic market.	3.18	3.33	+0.16 ▲
4. Expresses the Company vision in a way that is easily understood and adopted by employees.	3.41	3.60	+0.19 ▲
5. Committed to turning the strategic vision into reality by meticulously planning, coordinating, and overseeing the implementation of an action plan.	3.24	3.33	+0.10 ▲
6. Sets a schedule for achieving the organization's vision.	3.24	3.20	-0.04 ▼
7. Challenges employees to stretch beyond their comfort zones in pursuit of visionary goals.	3.41	3.20	-0.21 ▼
8. Designs and implements a forward-looking vision for the company.	3.24	3.40	+0.16 ▲
9. Provides autonomy and resources to pursue initiatives that align with the vision.	3.18	3.47	+0.29 ▲

Comments:

- Resist the urge to take on everything. Reduce over-promising and increase decentralized command.
- _____ is a wonderful partner to work with. He has been consistently responsive to issues or requests from my team. He is a great problem solver and does a fabulous job of assisting my teams when they are working through a problem.
- Always conducts himself in a professional manner.
- He has been and is a mentor for me.
- he continues to make improvements in core competencies.
- He engages other strong leaders empowering them to excel. He deals fairly in controversial situations striving for productive outcomes.

Strategic Focus

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. Aligns projects to the strategic goals of the company.	15	3.47	93.3	7%	40%	53%	
11. Identifies sources for developing a global competitive advantage for the company.	15	3.53	100.0		47%	53%	
12. Mobilizes change through executive leadership to implement corporate strategies.	15	3.27	100.0		73%	27%	
13. Identifies and understands competitors in the marketplace.	15	3.33	100.0		67%	33%	
14. Exhibits a strategic orientation to identify and capitalize on opportunities to advance the organization.	15	3.13	86.7	13%	60%	27%	
15. Identifies and focuses resources on strategic growth opportunities.	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. Aligns projects to the strategic goals of the company.	3.35	3.47	+0.11 ▲
11. Identifies sources for developing a global competitive advantage for the company.	3.47	3.53	+0.06 ▲
12. Mobilizes change through executive leadership to implement corporate strategies.	3.47	3.27	-0.20 ▼
13. Identifies and understands competitors in the marketplace.	3.35	3.33	-0.02 ▼
14. Exhibits a strategic orientation to identify and capitalize on opportunities to advance the organization.	3.18	3.13	-0.04 ▼
15. Identifies and focuses resources on strategic growth opportunities.	3.00	3.07	+0.07 ▲

Comments:

- _____ provides the appropriate amount of direction without being too hands-off or overbearing.
- He always asks and seeks the advice of the whole leadership he listens to what we have to say.
- I know _____ is working with his director and HR business partner in understanding his role as a operational 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.
- _____ seems to have good knowledge and awareness of the strengths and talents of his staff (as well as their weaknesses).
- _____ is extremely professional and has strong communication. He is always looking for process improvement opportunities and engages his staff and other leaders in the process.

Communication Skills

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. Discusses ideas and concepts with peers.	15	3.40	93.3	7%	47%	47%	
17. Uses software, graphics, or other aids to clarify complex or technical reports.	15	3.27	93.3	7%	60%		33%
18. Maintains a formal and respectful tone, avoiding use of slang or overly casual language.	14	3.00	92.9	7%	79%		14%
19. Engages in clear communication with both senior and junior management.	15	3.47	100.0		53%		47%
20. Coaches others and provides feedback on the use of different oral communication styles for different audiences	15	3.40	93.3	7%	47%		47%
21. Delivers messages with energy, enthusiasm, and conviction.	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. Discusses ideas and concepts with peers.	3.65	3.40	-0.25 ▼
17. Uses software, graphics, or other aids to clarify complex or technical reports.	3.47	3.27	-0.20 ▼
18. Maintains a formal and respectful tone, avoiding use of slang or overly casual language.	3.12	3.00	-0.12 ▼
19. Engages in clear communication with both senior and junior management.	3.59	3.47	-0.12 ▼
20. Coaches others and provides feedback on the use of different oral communication styles for different audiences	3.29	3.40	+0.11 ▲
21. Delivers messages with energy, enthusiasm, and conviction.	3.35	3.53	+0.18 ▲

Comments:

- He can always be counted on to do what he commits to.
- _____ sometimes uses an intense lecturing style with colleagues which is not effective.
- He is very supportive of cross training and learning new skills.
- _____ is someone I have immense respect for. He is someone that I can turn to if I am having problems or concerns. Whenever I have concerns or frustrations, I feel that I can always ask _____ and get an honest response.
- _____ is a very supportive co-worker who is quick to assist others in need. He's a great teammate.
- Strength is in embracing diversity by being open to opposing perspectives or viewpoints. Sometimes this leads to weak communication of expectations to entire team as some understand while others do not the issues or developments that are occurring.

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
22. Is aware of personal impact on others and adjusts behavior to create a positive leadership presence.	15	3.00	80.0	20%	60%		20%
23. Analyzes interpersonal problems instead of reacting to them.	15	2.87	80.0	20%	73%		7%
24. Steps away from a situation to process appropriate response.	15	3.47	100.0		53%		47%
25. Does not allow own emotions to interfere with the performance of others.	15	3.67	100.0		33%		67%
26. Analyzes own reactions on the spot to ensure that communication does not appear to be driven by anger.	15	3.40	93.3	7%	47%		47%
27. Sets an example for associates during stressful periods by maintaining a positive, can-do attitude.	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. Is aware of personal impact on others and adjusts behavior to create a positive leadership presence.	3.00	3.00	
23. Analyzes interpersonal problems instead of reacting to them.	2.88	2.87	-0.02 ▼
24. Steps away from a situation to process appropriate response.	3.00	3.47	+0.47 ▲
25. Does not allow own emotions to interfere with the performance of others.	3.76	3.67	-0.10 ▼
26. Analyzes own reactions on the spot to ensure that communication does not appear to be driven by anger.	3.53	3.40	-0.13 ▼
27. Sets an example for associates during stressful periods by maintaining a positive, can-do attitude.	3.12	3.33	+0.22 ▲

Comments:

- I think _____ is off to a very good start with the new division. He is engaging key players and helping form vision with his leadership team.
- He is determined to improve her own skillset and knowledge. She is definitely an example in this area.
- He holds himself to an even higher standard than he expects of his team, and that is respected throughout the organization.
- _____ manages quite effectively by allowing his supervisors to manage the day to day operations rather than doing it for them.
- His professionalism is beyond reproach and he is fair and just.
- _____ has a great strength in process improvement-maybe even more than people around him realize. He has kind of a quiet strength in this area.

Goals

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. Strategically aligns goals to enhance customer satisfaction and loyalty by understanding customer needs and expectations.	15	3.53	100.0	47%	53%		
29. Determines the critical metrics that will indicate progress toward goals.	15	3.67	100.0	33%	67%		
30. Says "no" to goals that will detract from the organization's objectives.	15	3.33	100.0		67%	33%	
31. Keeps employees informed about the status of a project goal.	15	3.20	86.7	13%	53%	33%	
32. Is aware of the objectives and intentions that assigned goals aim to achieve.	15	3.40	100.0		60%	40%	
33. Sets strategic goals that prioritize innovation and research and development.	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. Strategically aligns goals to enhance customer satisfaction and loyalty by understanding customer needs and expectations.	3.41	3.53	+0.12 ▲
29. Determines the critical metrics that will indicate progress toward goals.	3.59	3.67	+0.08 ▲
30. Says "no" to goals that will detract from the organization's objectives.	3.41	3.33	-0.08 ▼
31. Keeps employees informed about the status of a project goal.	3.18	3.20	+0.02 ▲
32. Is aware of the objectives and intentions that assigned goals aim to achieve.	3.35	3.40	+0.05 ▲
33. Sets strategic goals that prioritize innovation and research and development.	3.18	3.20	+0.02 ▲

Comments:

- He is showing more comfort in providing and receiving critical feedback.
- He easily recognizes strengths and talents during interviews and hires or places these individuals accordingly.
- _____ is a definite asset to the organization. He is a creative thinker and a strong leader.
- Additional feedback and communication.
- Dependability, with whatever is needed.
- One of the things that I most appreciate about _____ is his willingness to mentor and grow new talent.

Regulatory/Compliance

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. Works quickly to implement changes in regulations.	15	3.27	93.3	7%	60%	33%	
35. Formulates compliance policies and procedures.	15	3.00	80.0	20%	60%	20%	
36. Follows up on any unresolved compliance issues.	15	3.20	93.3	7%	67%	27%	
37. Maintains a state of readiness to address new and changing regulations and procedures.	15	3.27	93.3	7%	60%	33%	
38. Integrates reporting systems with enterprise resource planning (ERP) tools to ensure real-time compliance tracking.	15	3.27	86.7	13%	47%	40%	
39. Reviews documentation and procedures manuals to ensure regulatory compliance.	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. Works quickly to implement changes in regulations.	2.88	3.27	+0.38 ▲
35. Formulates compliance policies and procedures.	3.18	3.00	-0.18 ▼
36. Follows up on any unresolved compliance issues.	3.18	3.20	+0.02 ▲
37. Maintains a state of readiness to address new and changing regulations and procedures.	3.35	3.27	-0.09 ▼
38. Integrates reporting systems with enterprise resource planning (ERP) tools to ensure real-time compliance tracking.	3.24	3.27	+0.03 ▲
39. Reviews documentation and procedures manuals to ensure regulatory compliance.	3.59	3.13	-0.45 ▼

Comments:

- Confidence is the only thing I think he needs to improve on.
- _____ is collaborative in everything he does and inspires a collaborative approach in others.
- At times I feel that _____ presents things in meetings that he's not well versed in. I would encourage him to be very familiar with the items he's presenting as his credibility, at times, suffers when he attempts to address something in meetings in his area that he's not well versed in.
- _____ has been in a challenging role this past year with a lot of change and transitions.
- _____ is highly skilled and remains focused despite the many directions in which he is pulled. He is calm, easy to work with and makes decisions only after being fully informed.
- He has learned at a very quick pace, and is both supportive and clear in his intentions to make department not only the place where staff desire to work, but where customers receive exceptional service.

Customer Focus

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. Systematically gathers and analyzes customer feedback to identify service gaps or improvement areas.	15	3.40	93.3	7%	47%	47%	
41. Focuses on providing excellent customer service.	15	3.33	93.3	7%	53%	40%	
42. Actively listens to concerns from customers.	15	3.33	93.3	7%	53%	40%	
43. Ensures every customer receives the same high standard of service, regardless of the situation.	15	3.13	86.7	13%	60%	27%	
44. Acts with integrity in all customer interactions.	15	3.00	86.7	13%	73%	13%	
45. Regularly receives positive feedback from customers.	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. Systematically gathers and analyzes customer feedback to identify service gaps or improvement areas.	3.29	3.40	+0.11 ▲
41. Focuses on providing excellent customer service.	3.29	3.33	+0.04 ▲
42. Actively listens to concerns from customers.	3.41	3.33	-0.08 ▼
43. Ensures every customer receives the same high standard of service, regardless of the situation.	3.35	3.13	-0.22 ▼
44. Acts with integrity in all customer interactions.	3.18	3.00	-0.18 ▼
45. Regularly receives positive feedback from customers.	3.35	3.53	+0.18 ▲

Comments:

- _____ maintains a high level of integrity in all his interactions, and inspires the same in all his paid and volunteer staff.
- _____ has good knowledge and awareness of the strengths and talents within the organization.
- _____ offers a wealth of experience in the area of hematology and is willing and able to offer his advice and support.
- _____ has served as a valuable leader mentor to me. He is respectful of those he deals with and seeks to optimize others skills and strengths.
- _____ is very committed to the growth of [CompanyName] and adaptable to the various changes within.
- _____ is a great manager to work for.

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?

- He has been both a great co-worker and mentor to me.
- _____ exhibits excellent customer first values at all times. His knowledge is well known and is respected by the managers and executives.
- I have witnessed his supporting and encouraging the strengths of his team while managing their weaknesses.
- Although I have only reported to _____ for a couple of months, the quality of my work life" has improved greatly.
- 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.
- _____ has superb technical experience. I think he should take more advantage of department meetings to brief the team on his priorities and initiatives.

What do you like best about working with this individual?

- While encouraging folks to continue with their education, he is also continuing with his education.
- _____ has made great visible improvements in his roles of communication, teamwork and engagement. He is creating a great presence in his position currently.
- He has worked hard to understand people's strengths and what they need from him.
- _____ has a strong work ethic and is consistently working with the mindset that customers come first.
- 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.
- _____ is fully engaged with all of the leadership team. He makes himself available to work with both leaders and staff at [CompanyName]. _____ is very encouraging to leadership and staff to use Core Competency principles when looking at issues/processes. _____ is a role model for communication with staff, customers as well as community members.

What do you like least about working with this individual?

- He will sit down with all parties involved before he makes a decision.
- He does talk using technical language (Information Technology) but will explain what he means if I don't understand.
- _____ 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 is very knowledgeable about System Workflows and ensures that the departments are working cohesively with one another.
- Be transparent and honest early. If you are unable to meet the deadline, communicate early rather than communicated that it is in good shape only to find out it is not.
- As a new manager he is progressing very well.

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

- Constantly working on improving the customer experience.
- Our department continues to have a very low loss rate.
- _____ is a steady leader who maintains his objectivity during stressful times.
- He is open about encouraging professional development and when a team member hasn't quite hit the mark. This is important for a leader to be willing to step up and do!
- When issues or questions are raised in the department, _____ follows thru to address them in a timely manner.
- I value _____'s input and knowledge. He is a great partner and team member. I know when we are on a project together, he will see it through to the end.

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

- He is fair, sets a good example, and I feel that he is very honest and has a great deal of integrity.
- _____ is able to manage an ever-changing work load. His time management has improved over the last year, to promote a work-life balance.
- Has good intentions, but follow through needs more work.
- 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.
- he has patience.
- _____ has made great visible improvements in his roles of communication, teamwork and engagement. He is creating a great presence in his position currently.

Any final comments?

- He is a strong leader and it will make his even stronger to listen to his employees. I would encourage him to listen more before reacting, his employees have good insight and will become more engaged.
- _____ is a pleasure to work with; he is a valued resource and is constantly seeking to improve our operations.
- _____ defines outcomes clearly and sets expectations/timelines with regards to results. He facilitates conversations that include shared decision making and encourages collaboration and teamwork throughout the organization. He is very customer and system focused.
- Be transparent and honest early. If you are unable to meet the deadline, communicate early rather than communicated that it is in good shape only to find out it is not.
- _____ is an excellent leader, and has a great ability to encourage employees to be the best they can be.
- _____ has improved our means of communication within the department and is receptive to suggestions from his employees.