



Feedback Results
Your CompanyName Here
2026

Sample Employee

Results Generated by HR-Survey

September 2026

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.

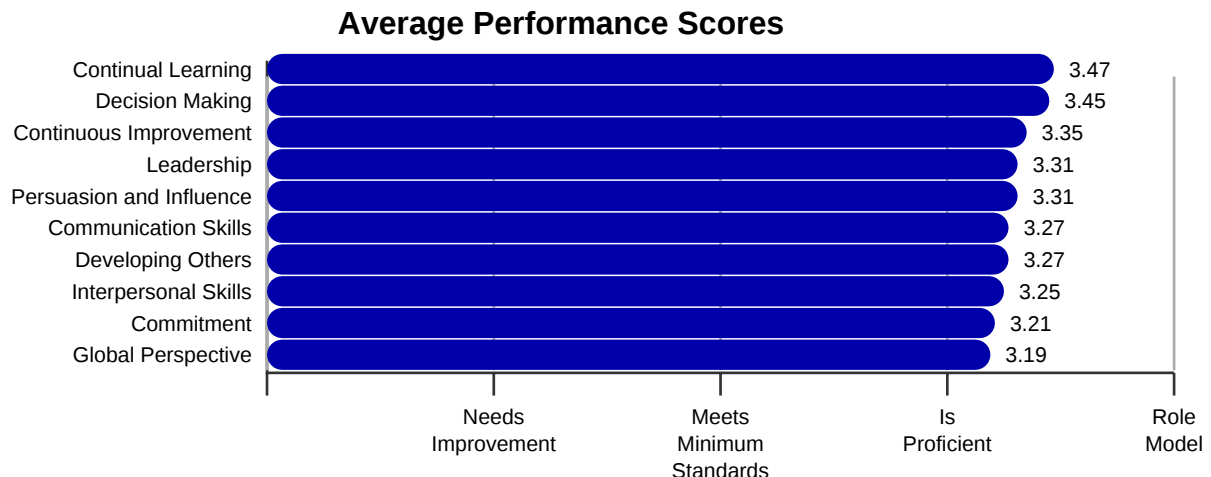
What to Do with Your Feedback

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 1 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.



Continual Learning

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 (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
1. Sets stretch learning goals that challenge existing capabilities and promote continuous improvement.	15	3.20	93.3	7%	67%		27%
2. Keeps informed about regulatory, economic, or operational changes that affect the organization.	15	3.87	100.0	13%	87%		
3. Pursues self-improvement through continual learning.	15	3.33	93.3	7%	53%		40%
4. Actively researches emerging trends and integrates new information into daily work practices.	15	3.60	93.3	7%	27%	67%	
5. Participates in regular training offered. 1	15	3.33	93.3	7%	53%		40%
6. Builds employee confidence and capability so they can make improvements without supervision.	15	3.20	93.3	7%	60%		33%
7. Measures customer satisfaction and retention.	15	3.20	86.7	13%	53%		33%
8. Implements control plans and monitoring methods to sustain gains achieved through Six Sigma projects.	15	3.40	93.3	7%	47%		47%
9. Analyzes processes to determine areas for improvement.	15	3.47	93.3	7%	40%		53%
10. Builds relationships with leaders in other functions to coordinate improvement priorities and avoid siloed efforts. 2	15	3.47	93.3	7%	40%		53%
11. Delivers information in a clear, concise, and logical manner.	15	3.53	100.0		47%		53%
12. Conveys ideas confidently and succinctly.	15	3.27	100.0		73%		27%
13. Receives and answers questions - on the spot. S/he has a willingness to address the tough questions.	15	3.33	100.0		67%		33%
14. Persuasive and articulate when communicating.	15	3.13	86.7	13%	60%		27%
15. Listens attentively and without interrupting team members and customers. 3	15	3.07	80.0	20%	53%		27%
16. Clearly communicates company, area, and market objectives and inspires others to action	15	3.40	93.3	7%	47%		47%
17. Has the courage to face difficult issues head on.	15	3.27	93.3	7%	60%		33%
18. Is a role model for ethics and integrity.	14	3.00	92.9	7%	79%		14%
19. Communicates calmly and honestly with co-workers, customers, and supervisors, even when stressed.	15	3.47	100.0		53%		47%
20. Recognizes individual and team accomplishments and reward them appropriately. 4	15	3.40	93.3	7%	47%		47%

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
21. Navigates competing interests by identifying trade-offs that preserve what matters most to each party.	15	3.53	100.0		47%	53%	
22. Shares relevant personal experiences to illustrate effective approaches and guide decision-making.	15	3.00	80.0	20%	60%		20%
23. Has excellent influencing/negotiating skills.	15	2.87	80.0	20%	73%		7%
24. Stands firm on principles, even when under pressure to compromise for short-term gain.	15	3.47	100.0		53%	47%	
25. Moves employees from being afraid of change to having a growth-oriented mindset, sparking more employee engagement.	15	3.67	100.0		33%	67%	
5							
26. Asks for additional information when making critical decisions.	15	3.40	93.3	7%	47%		47%
27. Develops and shares effective decision-making practices and tools to further develop the team	15	3.33	93.3	7%	53%		40%
28. Breaks complex issues into manageable parts and organizes them in a systematic way before making decisions	15	3.53	100.0		47%	53%	
29. Anticipates needs for action.	15	3.67	100.0		33%	67%	
30. Invites colleagues with opposing viewpoints to stress-test proposed solutions and reveal blind spots that might otherwise be overlooked.	15	3.33	100.0		67%		33%
6							
31. Demonstrates persistence in pursuing goals, refusing to abandon important initiatives when obstacles appear.	15	3.20	86.7	13%	53%		33%
32. Coordinates all department activities into a cohesive team effort.	15	3.40	100.0		60%		40%
33. Holds self and others accountable for staying focused on agreed deliverables.	15	3.20	86.7	13%	53%		33%
34. Drives superior service outcomes by equipping employees with tools, training, and a sense of ownership.	15	3.27	93.3	7%	60%		33%
35. Mobilizes the team to act with urgency, preventing delays that could compromise organizational success.	15	3.00	80.0	20%	60%		20%
7							
36. Creates an atmosphere that supports the open expression of ideas	15	3.20	93.3	7%	67%		27%
37. Respectful of the opinions and ideas of others.	15	3.27	93.3	7%	60%		33%
38. Is trusted by peers and co-workers; others are willing to confide in him/her	15	3.27	86.7	13%	47%		40%
39. Follows up on inquiries in a timely manner.	15	3.13	86.7	13%	60%		27%
40. Is honest and trustworthy.	15	3.40	93.3	7%	47%		47%
8							

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
41. Makes a point to acknowledge employees when they accomplish important tasks or deliver strong results.	15	3.33	93.3	7%	53%	40%	
42. Assigns stretch projects that push employees beyond their comfort zones and pairs those assignments with regular check-ins to ensure they have the support needed to succeed.	15	3.33	93.3	7%	53%	40%	
43. Openly discusses their own learning goals and progress so employees can see that continual improvement is expected at every level.	15	3.13	86.7	13%	60%	27%	
44. Delivers developmental feedback focused on building targeted competencies.	15	3.00	86.7	13%	73%	13%	
45. Exposes employees to other roles, departments, or processes to broaden their understanding of the organization. 9	15	3.53	100.0		47%	53%	
46. Obtains appropriate resources from foreign markets.	15	3.00	86.7	13%	73%	13%	
47. Communicates effectively on a multi-lingual basis.	15	3.20	93.3	7%	60%	33%	
48. Builds working relationships with others across cultures.	15	3.20	93.3	7%	67%	27%	
49. Forges new relationships among foreign suppliers.	15	3.40	93.3	7%	47%	47%	
50. Aligns onshore and offshore teams around shared standards, workflows, and performance expectations to create a unified, globally distributed operating model.	15	3.13	80.0	7%	13%	40%	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	2025	2026	Change
1. Sets stretch learning goals that challenge existing capabilities and promote continuous improvement.	3.29	3.20	-0.09 ▼
2. Keeps informed about regulatory, economic, or operational changes that affect the organization.	3.65	3.87	+0.22 ▲
3. Pursues self-improvement through continual learning.	3.18	3.33	+0.16 ▲
4. Actively researches emerging trends and integrates new information into daily work practices.	3.41	3.60	+0.19 ▲
5. Participates in regular training offered. 1	3.24	3.33	+0.10 ▲
6. Builds employee confidence and capability so they can make improvements without supervision.	3.24	3.20	-0.04 ▼
7. Measures customer satisfaction and retention.	3.41	3.20	-0.21 ▼

Item	2025	2026	Change
8. Implements control plans and monitoring methods to sustain gains achieved through Six Sigma projects.	3.24	3.40	+0.16 ▲
9. Analyzes processes to determine areas for improvement.	3.18	3.47	+0.29 ▲
10. Builds relationships with leaders in other functions to coordinate improvement priorities and avoid siloed efforts. 2	3.35	3.47	+0.11 ▲
11. Delivers information in a clear, concise, and logical manner.	3.47	3.53	+0.06 ▲
12. Conveys ideas confidently and succinctly.	3.47	3.27	-0.20 ▼
13. Receives and answers questions - on the spot. S/he has a willingness to address the tough questions.	3.35	3.33	-0.02 ▼
14. Persuasive and articulate when communicating.	3.18	3.13	-0.04 ▼
15. Listens attentively and without interrupting team members and customers. 3	3.00	3.07	+0.07 ▲
16. Clearly communicates company, area, and market objectives and inspires others to action	3.65	3.40	-0.25 ▼
17. Has the courage to face difficult issues head on.	3.47	3.27	-0.20 ▼
18. Is a role model for ethics and integrity.	3.12	3.00	-0.12 ▼
19. Communicates calmly and honestly with co-workers, customers, and supervisors, even when stressed.	3.59	3.47	-0.12 ▼
20. Recognizes individual and team accomplishments and reward them appropriately. 4	3.29	3.40	+0.11 ▲
21. Navigates competing interests by identifying trade-offs that preserve what matters most to each party.	3.35	3.53	+0.18 ▲
22. Shares relevant personal experiences to illustrate effective approaches and guide decision-making.	3.00	3.00	
23. Has excellent influencing/negotiating skills.	2.88	2.87	-0.02 ▼
24. Stands firm on principles, even when under pressure to compromise for short-term gain.	3.00	3.47	+0.47 ▲
25. Moves employees from being afraid of change to having a growth-oriented mindset, sparking more employee engagement. 5	3.76	3.67	-0.10 ▼
26. Asks for additional information when making critical decisions.	3.53	3.40	-0.13 ▼
27. Develops and shares effective decision-making practices and tools to further develop the team	3.12	3.33	+0.22 ▲
28. Breaks complex issues into manageable parts and organizes them in a systematic way before making decisions	3.41	3.53	+0.12 ▲
29. Anticipates needs for action.	3.59	3.67	+0.08 ▲
30. Invites colleagues with opposing viewpoints to stress-test proposed solutions and reveal blind spots that might otherwise be overlooked. 6	3.41	3.33	-0.08 ▼
31. Demonstrates persistence in pursuing goals, refusing to abandon important initiatives when obstacles appear.	3.18	3.20	+0.02 ▲
32. Coordinates all department activities into a cohesive team effort.	3.35	3.40	+0.05 ▲
33. Holds self and others accountable for staying focused on agreed deliverables.	3.18	3.20	+0.02 ▲

Item	2025	2026	Change
34. Drives superior service outcomes by equipping employees with tools, training, and a sense of ownership.	2.88	3.27	+0.38 ▲
35. Mobilizes the team to act with urgency, preventing delays that could compromise organizational success. 7	3.18	3.00	-0.18 ▼
36. Creates an atmosphere that supports the open expression of ideas	3.18	3.20	+0.02 ▲
37. Respectful of the opinions and ideas of others.	3.35	3.27	-0.09 ▼
38. Is trusted by peers and co-workers; others are willing to confide in him/her	3.24	3.27	+0.03 ▲
39. Follows up on inquiries in a timely manner.	3.59	3.13	-0.45 ▼
40. Is honest and trustworthy. 8	3.29	3.40	+0.11 ▲
41. Makes a point to acknowledge employees when they accomplish important tasks or deliver strong results.	3.29	3.33	+0.04 ▲
42. Assigns stretch projects that push employees beyond their comfort zones and pairs those assignments with regular check-ins to ensure they have the support needed to succeed.	3.41	3.33	-0.08 ▼
43. Openly discusses their own learning goals and progress so employees can see that continual improvement is expected at every level.	3.35	3.13	-0.22 ▼
44. Delivers developmental feedback focused on building targeted competencies.	3.18	3.00	-0.18 ▼
45. Exposes employees to other roles, departments, or processes to broaden their understanding of the organization. 9	3.35	3.53	+0.18 ▲
46. Obtains appropriate resources from foreign markets.	3.24	3.00	-0.24 ▼
47. Communicates effectively on a multi-lingual basis.	3.00	3.20	+0.20 ▲
48. Builds working relationships with others across cultures.	3.18	3.20	+0.02 ▲
49. Forges new relationships among foreign suppliers.	3.35	3.40	+0.05 ▲
50. Aligns onshore and offshore teams around shared standards, workflows, and performance expectations to create a unified, globally distributed operating model.	3.29	3.13	-0.16 ▼

Comments:

- _____ is a very solid manager who meets or exceeds expectations of his role.
- _____ has been an effective leader for me. He encourages me to develop and knows what my strengths are. He assists me in identifying how to best utilize those strengths in my work to achieve job satisfaction.
- _____ has been a consistent resource to the Operations teams as we work in improving our scores.
- _____ is always professional and demonstrates integrity in his daily work. He is consistently respectful and values other members of the team.
- 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.
- There is room for improvement in all these elements.

Continuous Improvement

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 (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
6. Builds employee confidence and capability so they can make improvements without supervision.	15	3.20	93.3	7%	60%		33%
7. Measures customer satisfaction and retention.	15	3.20	86.7	13%	53%		33%
8. Implements control plans and monitoring methods to sustain gains achieved through Six Sigma projects.	15	3.40	93.3	7%	47%		47%
9. Analyzes processes to determine areas for improvement.	15	3.47	93.3	7%	40%		53%
10. Builds relationships with leaders in other functions to coordinate improvement priorities and avoid siloed efforts.	15	3.47	93.3	7%	40%		53%

2

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	2025	2026	Change
6. Builds employee confidence and capability so they can make improvements without supervision.	3.24	3.20	-0.04 ▼
7. Measures customer satisfaction and retention.	3.41	3.20	-0.21 ▼
8. Implements control plans and monitoring methods to sustain gains achieved through Six Sigma projects.	3.24	3.40	+0.16 ▲
9. Analyzes processes to determine areas for improvement.	3.18	3.47	+0.29 ▲
10. Builds relationships with leaders in other functions to coordinate improvement priorities and avoid siloed efforts.	3.35	3.47	+0.11 ▲

2

Comments:

- _____ always presents himself in the most professional manner.
- He is well respected by his peers and it is clear to see why.
- He stays in his office, and is largely oblivious to the daily activities of customer service.
- _____ clearly communicates expectations and verifies information to ensure shared understanding. A great example was the recent coaching session at our visibility wall. This dialogue was a great opportunity to get some ideas and feedback on processes and metrics that would be meaningful to track in my departments.
- _____ is a great leader. He has excellent communication skills and has a wonderful leadership style.
- He leads by example, not reputation.

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 (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
11. Delivers information in a clear, concise, and logical manner.	15	3.53	100.0	47%	53%		
12. Conveys ideas confidently and succinctly.	15	3.27	100.0	73%	27%		
13. Receives and answers questions - on the spot. S/he has a willingness to address the tough questions.	15	3.33	100.0	67%	33%		
14. Persuasive and articulate when communicating.	15	3.13	86.7	13%	60%	27%	
15. Listens attentively and without interrupting team members and customers.	15	3.07	80.0	20%	53%	27%	

3

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	2025	2026	Change
11. Delivers information in a clear, concise, and logical manner.	3.47	3.53	+0.06 ▲
12. Conveys ideas confidently and succinctly.	3.47	3.27	-0.20 ▼
13. Receives and answers questions - on the spot. S/he has a willingness to address the tough questions.	3.35	3.33	-0.02 ▼
14. Persuasive and articulate when communicating.	3.18	3.13	-0.04 ▼
15. Listens attentively and without interrupting team members and customers.	3.00	3.07	+0.07 ▲

3

Comments:

- I envy his versatility in working with a wide variety of issues and topics.
- Between leadership meetings, my masters program in leadership, and most recently my involvement in R&D, I am challenged to stretch and grow my skillset daily.
- I appreciate _____'s calm demeanor, his listening skills, and that he typically demonstrates that I have his full attention when we are in meetings.
- _____ is approachable and professional in his interaction with staff and with customers.
- The department director should have the authority to lead the team toward the vision laid out by the VP.
- He is detailed when presenting a plan.

Leadership

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 (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
16. Clearly communicates company, area, and market objectives and inspires others to action	15	3.40	93.3	7%	47%	47%	
17. Has the courage to face difficult issues head on.	15	3.27	93.3	7%	60%		33%
18. Is a role model for ethics and integrity.	14	3.00	92.9	7%	79%		14%
19. Communicates calmly and honestly with co-workers, customers, and supervisors, even when stressed.	15	3.47	100.0		53%	47%	
20. Recognizes individual and team accomplishments and reward them appropriately.	15	3.40	93.3	7%	47%	47%	

4

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	2025	2026	Change
16. Clearly communicates company, area, and market objectives and inspires others to action	3.65	3.40	-0.25 ▼
17. Has the courage to face difficult issues head on.	3.47	3.27	-0.20 ▼
18. Is a role model for ethics and integrity.	3.12	3.00	-0.12 ▼
19. Communicates calmly and honestly with co-workers, customers, and supervisors, even when stressed.	3.59	3.47	-0.12 ▼
20. Recognizes individual and team accomplishments and reward them appropriately.	3.29	3.40	+0.11 ▲

4

Comments:

- _____ understands the impact his teams have within the organization and is very much a system thinker in that regard. He demonstrates and communicates a very clear understanding of his teams diverse needs and of the expectations he has for each team member.
- He has been a great addition to the department in this area.
- _____ works to hire only the best and encourages us to that same standard. We are all learning about outcomes and _____ is able to tie it into our work so it makes sense. He is very system and data driven and continually striving to get us looking for Core Competency ways of working and collaborating.
- I find him to be a stellar asset to our team at [CompanyName].
- It has been a wonderful having _____ as our manager so far, the future looks brighter!
- _____ is very approachable and always willing to listen.

Persuasion and Influence

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 (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
21. Navigates competing interests by identifying trade-offs that preserve what matters most to each party.	15	3.53	100.0	47%	53%		
22. Shares relevant personal experiences to illustrate effective approaches and guide decision-making.	15	3.00	80.0	20%	60%		20%
23. Has excellent influencing/negotiating skills.	15	2.87	80.0	20%	73%		7%
24. Stands firm on principles, even when under pressure to compromise for short-term gain.	15	3.47	100.0	53%	47%		
25. Moves employees from being afraid of change to having a growth-oriented mindset, sparking more employee engagement.	15	3.67	100.0	33%	67%		

5

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	2025	2026	Change
21. Navigates competing interests by identifying trade-offs that preserve what matters most to each party.	3.35	3.53	+0.18 ▲
22. Shares relevant personal experiences to illustrate effective approaches and guide decision-making.	3.00	3.00	
23. Has excellent influencing/negotiating skills.	2.88	2.87	-0.02 ▼
24. Stands firm on principles, even when under pressure to compromise for short-term gain.	3.00	3.47	+0.47 ▲
25. Moves employees from being afraid of change to having a growth-oriented mindset, sparking more employee engagement.	3.76	3.67	-0.10 ▼

5

Comments:

- I think _____ has improved in his communication style and leadership style. Where I would suggest improvement is he 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.
- I appreciate _____'s direct style, however, it can be too abrupt sometimes, causing staff to be afraid to speak up.
- The integrity, professionalism and high ethics he exhibits everyday, every time with everyone is remarkable.
- _____ has been an outstanding partner to collaborate with and drive department initiatives to improve standard work.
- His guidance is outstanding, as his expectations are very high and that allows anyone to grow and learn under his mentoring skills.
- _____ has used his strengths to make this department stronger in many ways.

Decision Making

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 (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
26. Asks for additional information when making critical decisions.	15	3.40	93.3	7%	47%	47%	
27. Develops and shares effective decision-making practices and tools to further develop the team	15	3.33	93.3	7%	53%	40%	
28. Breaks complex issues into manageable parts and organizes them in a systematic way before making decisions	15	3.53	100.0		47%	53%	
29. Anticipates needs for action.	15	3.67	100.0		33%	67%	
30. Invites colleagues with opposing viewpoints to stress-test proposed solutions and reveal blind spots that might otherwise be overlooked.	15	3.33	100.0		67%	33%	

6

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	2025	2026	Change
26. Asks for additional information when making critical decisions.	3.53	3.40	-0.13 ▼
27. Develops and shares effective decision-making practices and tools to further develop the team	3.12	3.33	+0.22 ▲
28. Breaks complex issues into manageable parts and organizes them in a systematic way before making decisions	3.41	3.53	+0.12 ▲
29. Anticipates needs for action.	3.59	3.67	+0.08 ▲
30. Invites colleagues with opposing viewpoints to stress-test proposed solutions and reveal blind spots that might otherwise be overlooked.	3.41	3.33	-0.08 ▼

6

Comments:

- _____ is very dedicated. He makes sure he is here all times of the day to capture evening shift staff.
- _____ is highly respect as a leader in this organization. He demonstrates excellent communication and negotiation skills.
- _____ is a very good leader.
- _____ continues to build the Human Resources department into a strong and effective driving force that continues to get better and better at meeting the needs of the organization and the community.
- _____ is an excellent leader, sensitive, kind, compassionate, friendly and professional.
- He makes me feel like an important and valued team member.

Commitment

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 (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
31. Demonstrates persistence in pursuing goals, refusing to abandon important initiatives when obstacles appear.	15	3.20	86.7	13%	53%		33%
32. Coordinates all department activities into a cohesive team effort.	15	3.40	100.0		60%		40%
33. Holds self and others accountable for staying focused on agreed deliverables.	15	3.20	86.7	13%	53%		33%
34. Drives superior service outcomes by equipping employees with tools, training, and a sense of ownership.	15	3.27	93.3	7%	60%		33%
35. Mobilizes the team to act with urgency, preventing delays that could compromise organizational success.	15	3.00	80.0	20%	60%		20%

7

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	2025	2026	Change
31. Demonstrates persistence in pursuing goals, refusing to abandon important initiatives when obstacles appear.	3.18	3.20	+0.02 ▲
32. Coordinates all department activities into a cohesive team effort.	3.35	3.40	+0.05 ▲
33. Holds self and others accountable for staying focused on agreed deliverables.	3.18	3.20	+0.02 ▲
34. Drives superior service outcomes by equipping employees with tools, training, and a sense of ownership.	2.88	3.27	+0.38 ▲
35. Mobilizes the team to act with urgency, preventing delays that could compromise organizational success.	3.18	3.00	-0.18 ▼

7

Comments:

- _____ is a valuable member of the leadership team and routinely contributes perspectives missed by others.
- _____ is very supportive and knows his area of expertise. He is a pleasure to work with.
- Attitude is there; however, follow through is lacking at times.
- _____ sometimes uses an intense lecturing style with colleagues which is not effective.
- _____ has also been open to our offer of assistance in this important project and made an easy transition into a team approach with finance and strategy.
- He strives to raise the bar everyday to improve our processes to best serve our customers.

Interpersonal 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 (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
36. Creates an atmosphere that supports the open expression of ideas	15	3.20	93.3	7%	67%		27%
37. Respectful of the opinions and ideas of others.	15	3.27	93.3	7%	60%		33%
38. Is trusted by peers and co-workers; others are willing to confide in him/her	15	3.27	86.7	13%	47%		40%
39. Follows up on inquiries in a timely manner.	15	3.13	86.7	13%	60%		27%
40. Is honest and trustworthy. 8	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	2025	2026	Change
36. Creates an atmosphere that supports the open expression of ideas	3.18	3.20	+0.02 ▲
37. Respectful of the opinions and ideas of others.	3.35	3.27	-0.09 ▼
38. Is trusted by peers and co-workers; others are willing to confide in him/her	3.24	3.27	+0.03 ▲
39. Follows up on inquiries in a timely manner.	3.59	3.13	-0.45 ▼
40. Is honest and trustworthy. 8	3.29	3.40	+0.11 ▲

Comments:

- _____ has nothing but [CompanyName]'s best interest at heart.
- Have persistence and tenacity
- He has consistently been a strong advocate for me and my team.
- He absorbs information like a sponge and it's impressive to see how he leads the rest of us forward.
- Seek and provide critical feedback.
- He is always personally engaged, and seeks to engage others in raising service delivery to our customers, visitors, and to other employees.

Developing Others

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 (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
41. Makes a point to acknowledge employees when they accomplish important tasks or deliver strong results.	15	3.33	93.3	7%	53%		40%
42. Assigns stretch projects that push employees beyond their comfort zones and pairs those assignments with regular check-ins to ensure they have the support needed to succeed.	15	3.33	93.3	7%	53%		40%
43. Openly discusses their own learning goals and progress so employees can see that continual improvement is expected at every level.	15	3.13	86.7	13%	60%		27%
44. Delivers developmental feedback focused on building targeted competencies.	15	3.00	86.7	13%	73%		13%
45. Exposes employees to other roles, departments, or processes to broaden their understanding of the organization.	15	3.53	100.0		47%		53%

9

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	2025	2026	Change
41. Makes a point to acknowledge employees when they accomplish important tasks or deliver strong results.	3.29	3.33	+0.04 ▲
42. Assigns stretch projects that push employees beyond their comfort zones and pairs those assignments with regular check-ins to ensure they have the support needed to succeed.	3.41	3.33	-0.08 ▼
43. Openly discusses their own learning goals and progress so employees can see that continual improvement is expected at every level.	3.35	3.13	-0.22 ▼
44. Delivers developmental feedback focused on building targeted competencies.	3.18	3.00	-0.18 ▼
45. Exposes employees to other roles, departments, or processes to broaden their understanding of the organization.	3.35	3.53	+0.18 ▲

9

Comments:

- Have not hired anyone yet and still learning all the staff's strengths and weaknesses, moving toward developing new skills with newer staff members.
- His positive attitude is constant.
- He involves stakeholders in discussions and values input from others. I respect and value his as a peer.
- Appreciate _____'s calm approach
- _____ delegates very effectively.
- _____ 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.

Global Perspective

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 (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
46. Obtains appropriate resources from foreign markets.	15	3.00	86.7	13%	73%		13%
47. Communicates effectively on a multi-lingual basis.	15	3.20	93.3	7%	60%		33%
48. Builds working relationships with others across cultures.	15	3.20	93.3	7%	67%		27%
49. Forges new relationships among foreign suppliers.	15	3.40	93.3	7%	47%		47%
50. Aligns onshore and offshore teams around shared standards, workflows, and performance expectations to create a unified, globally distributed operating model.	15	3.13	80.0	7%	13%	40%	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	2025	2026	Change
46. Obtains appropriate resources from foreign markets.	3.24	3.00	-0.24 ▼
47. Communicates effectively on a multi-lingual basis.	3.00	3.20	+0.20 ▲
48. Builds working relationships with others across cultures.	3.18	3.20	+0.02 ▲
49. Forges new relationships among foreign suppliers.	3.35	3.40	+0.05 ▲
50. Aligns onshore and offshore teams around shared standards, workflows, and performance expectations to create a unified, globally distributed operating model.	3.29	3.13	-0.16 ▼

Comments:

- He was always looking for ways to improve the unit and continually went above and beyond for the customers and staff.
- I appreciate _____'s willingness to share his knowledge with our team.
- He would benefit from soliciting more feedback and pushing others to do more.
- He strives to be an effective and available leader.
- I am very surprised and impressed with _____'s ability to take on a new responsibility and be able to not only absorb new information but to make good use of it.
- Great to have you on the team!

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 gives you confidence knowing he always has your back.
- His great communication style allows him to draw in floor staff, other departments and individuals easily.
- _____'s technical skills have been improving steadily, but should focus on continual learning and involved content experts where necessary.
- His open and upbeat attitude is refreshing and contagious. A real role model for professionalism.
- Closes off discussions with action plans.
- _____ is a valued member of the department.

What do you like best about working with this individual?

- _____ juggles a lot of responsibilities and appears to have it all under control.
- Confidence, Attitude, Desire to learn.
- I may not know all that is going on behind the scenes, however there are times when he may need to take more action with some employees to help provide a more positive environment overall for the entire team.
- I think he is doing really good work and I found that to be one area I could list that might help.
- _____ does a great job in letting me know what is expected. He holds regular meetings to keep me on track and is helping to mentor me in my new role.
- _____ takes pride in his department. His follow through is excellent. _____ leads by example.

What do you like least about working with this individual?

- _____ has worked collaboratively with the Marketing, HR, Operations and Risk departments and many others while preparing for several transitions.
- He has positive energy, leads by example, and cares about teammates.
- Always steps up if help is needed.
- He won't settle for less.
- He not only takes opportunities to develop himself professionally, but also supports his staff's development, too.
- _____ is someone I feel I can talk to about any problem or situation and I value his opinion.

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

- He is trustworthy, dependable, positive attitude, and team focused.
- He clearly assigns our responsibilities by our individual strengths.
- _____ is a great manager, committed to each employee in our department.
- The few problems we have experienced during these changes is a reflection of _____'s leadership.
- I know I can always count on _____ to be reliable and respond in a timely manner to my request.
- I have found _____ to be very knowledgeable regarding the appropriate resources despite the fact that he is fairly new in his position.

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

- Works hard to build a team environment.
- He is always available to listen, lend a hand, or guide the staff when needed.
- There are some behaviors that are either accepted or ignored that continue to be an issue for the equality and satisfaction in the department.
- Process improvements & Technical Skills go hand and hand - sometimes it is hard to have the processes changed when _____ has not fully done the processes. This makes the changes hard to the team without a full understanding of the steps that happen behind the scene. Communication skills: needs to focus on full team communication maybe via email or in writing at team meetings. sometimes information has been provided to one but not all or not passed on at all when thought it had been. Reliability has improved a lot over the past few months.
- _____ offers a wealth of experience in the area of hematology and is willing and able to offer his advice and support.
- _____ is a definite asset to the organization. He is a creative thinker and a strong leader.

Any final comments?

- His integrity is never in question. I appreciate his ability to partner with me on issues between the VP and my unit.
- He has some challenges ahead, but as far as I can tell, we ALL want him to keep plugging away; he has our support!
- _____ is a very effective leader. His ability to drill down to find root cause with regards to issues, allows him to pin point the real issue instead of the surface issues.
- Seek and provide critical feedback.
- _____ is an outstanding listener and provides excellent feedback. He keeps me up to date regarding system leadership goals and concerns. This insight helps to guide division priorities.
- _____ is very visible on the unit. Spending many hours with staff.