



Feedback Results  
Your CompanyName Here  
2026

Sample Employee

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Results Generated by HR-Survey

February 2026

# Introduction

## What you will find in this report

This report includes the feedback results gathered for you. It is designed to assist you in recognizing your strengths, identifying areas for improvement, and understanding where your self-assessment may differ from the feedback providers' perspectives.

We trust that you will recall from your experiences the challenge of offering such feedback, remain receptive to different viewpoints, and be prepared to incorporate this feedback into your personal development.

## Goals of the 360 Degree Feedback

Multi-Source Feedback offers a comprehensive view of an individual's behavior and performance by incorporating diverse perspectives from the workplace. It provides recipients with valuable insights for their development and enriches reviewers with additional feedback.

Receiving feedback from various sources can enhance your self-awareness, illuminate how others perceive you across different roles, and contribute to your professional growth.

## Receiving Feedback

Feedback is a valuable tool for self-reflection. It helps us understand how others perceive us, which can differ from our own self-image. By reflecting on feedback, we can set specific goals for professional growth. It's important to view feedback as a perspective on how we can improve our performance and relationships. Seeking and receiving feedback is the only way to uncover our "blind spots" and learn about the unintended negative consequences of our actions.

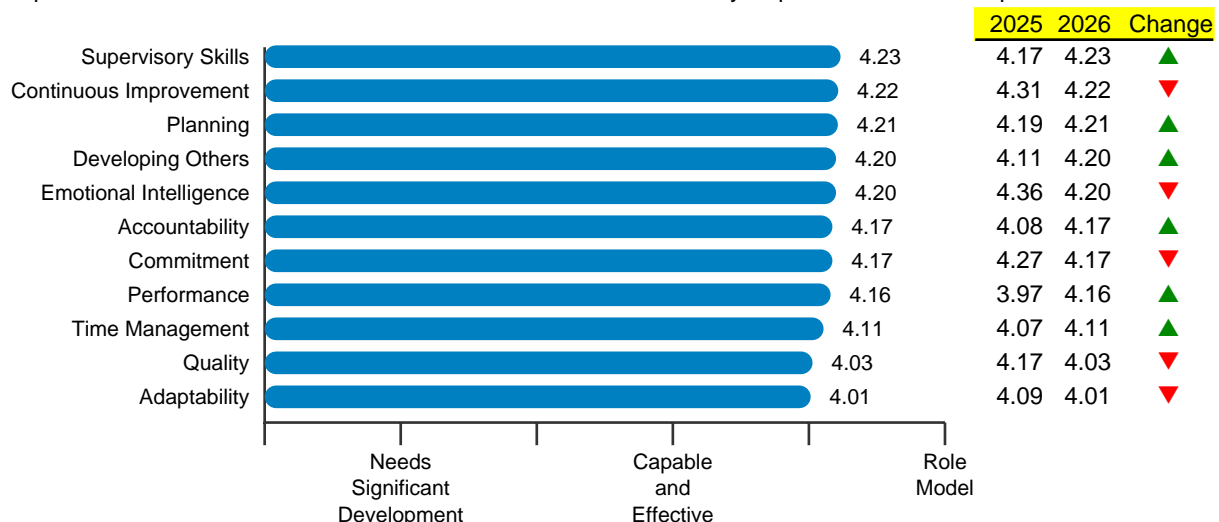
## What to Do with Your Feedback

Use feedback to better understand yourself and set goals for improvement. Consider feedback as different perspectives on your strengths and weaknesses in specific areas where you want to be more effective.

# Summary

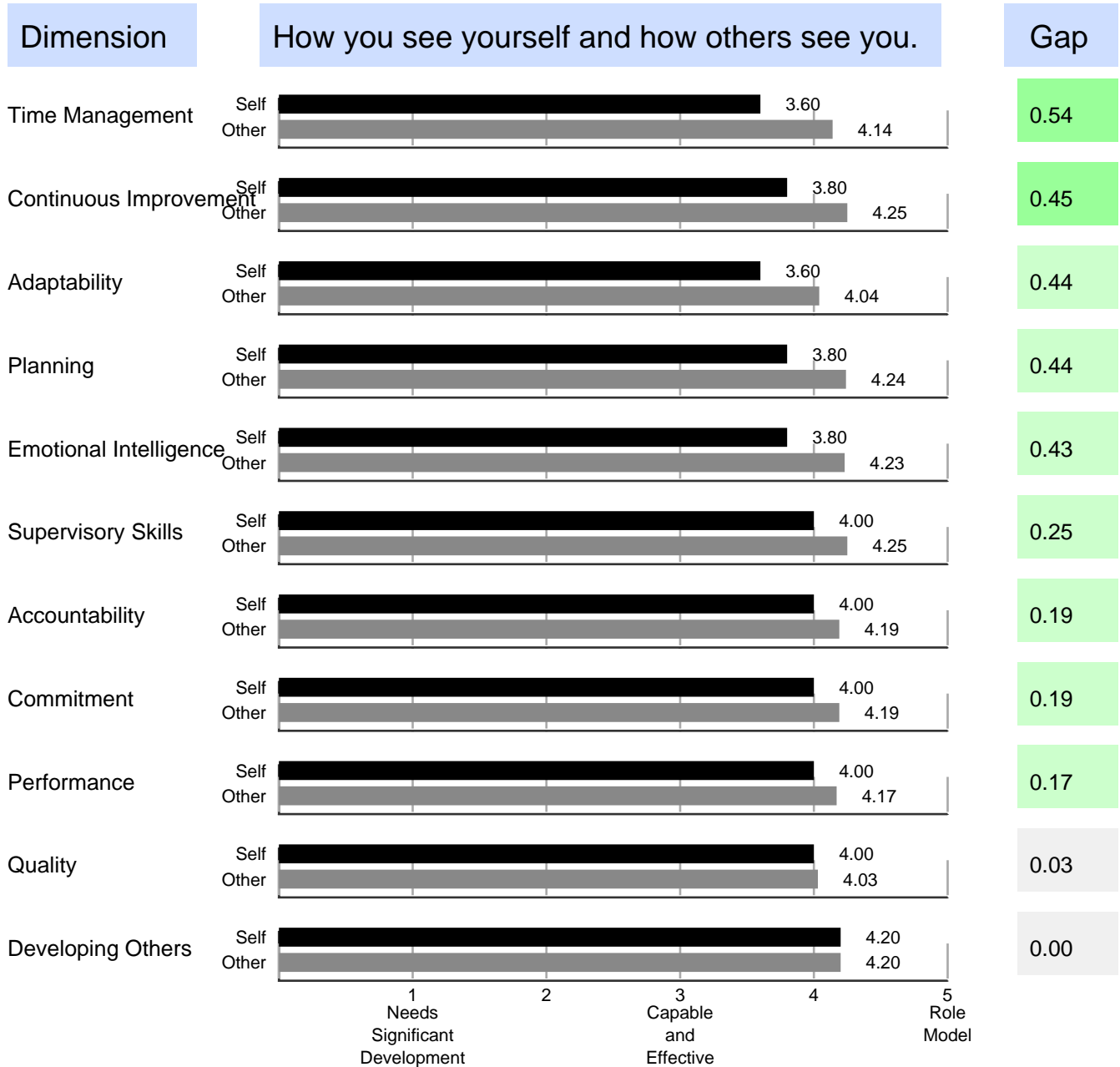
In this feedback process, the questionnaire items prompted respondents to evaluate specific behaviors and competencies recognized by COMPANY's present leaders. These behaviors and competencies are categorized into 11 principal dimensions of leadership.

The summary scores for each dimension, displayed below, were derived by averaging the scores for all questions within that dimension from all respondents. These summary scores are arranged in descending order, with the highest scores at the top. The dimensions listed towards the bottom are the ones that may require the most development.



# Gap Analysis

These charts graphically represent the "Gap" indicating the difference between your average self-assessment on each competency and the average rating given by other respondents. This visualization aids in identifying blind spots—areas where others rated you more favorably than you did yourself, indicated by varying shades of green. In contrast, it also highlights areas for improvement—where you rated yourself higher than others, shown in shades of red. The intensity of the color correlates with the size of the Gap. If a competency's Gap is not colored, it signifies consensus between your self-assessment and others' feedback.



## 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 Significant Development) to green (Role Model).

Item	n	Avg	LOA	Level of Skill				
				Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
1. Collaborates with upstream and downstream partners to optimize end-to-end workflow performance.	15	4.13	80.0	20%	47%	33%		
2. Establishes a culture of high quality.	15	4.33	100.0		67%	33%		
3. Encourages an employee culture of continuous improvement to seek out better ways of doing things.	15	4.33	93.3	7%	53%	40%		
4. Holds regular Critical Incident interviews/meetings to reduce errors and losses.	15	4.07	86.7	13%	67%	20%		
5. Designs and executes experiments to determine the most effective operating conditions.	14	4.21	85.7	14%	50%	36%		

### 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. Collaborates with upstream and downstream partners to optimize end-to-end workflow performance.	4.00	4.13	+0.13 ▲
2. Establishes a culture of high quality.	4.40	4.33	-0.07 ▼
3. Encourages an employee culture of continuous improvement to seek out better ways of doing things.	4.47	4.33	-0.13 ▼
4. Holds regular Critical Incident interviews/meetings to reduce errors and losses.	4.47	4.07	-0.40 ▼
5. Designs and executes experiments to determine the most effective operating conditions.	4.20	4.21	+0.01 ▲

## 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 Development) to green (Role Model).

Item	n	Avg	LOA	Response Categories				
				Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
6. Is able to control their own emotions.	15	4.33	93.3	7%	53%		40%	
7. Is able to express themselves clearly.	15	4.33	86.7	13%	40%		47%	
8. Able to understand others' points of view.	15	4.07	80.0	20%	53%		27%	
9. Helps to make decisions and solve problems using knowledge about how others will react in certain situations.	15	4.13	80.0	20%	47%		33%	
10. Is attentive to emotional cues and interprets others' feelings correctly.	15	4.13	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	2025	2026	Change
6. Is able to control their own emotions.	4.13	4.33	+0.20 ▲
7. Is able to express themselves clearly.	4.33	4.33	
8. Able to understand others' points of view.	4.20	4.07	-0.13 ▼
9. Helps to make decisions and solve problems using knowledge about how others will react in certain situations.	4.67	4.13	-0.53 ▼
10. Is attentive to emotional cues and interprets others' feelings correctly.	4.47	4.13	-0.33 ▼

## Supervisory 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 Significant Development) to green (Role Model).

Item	n	Avg	LOA	Response Level				
				Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
11. Communicates equally well with all employees.	15	4.67	100.0					
12. Promotes teamwork and cooperation within the department.	15	4.20	86.7					
13. Offers constructive feedback to facilitate performance improvement.	14	3.64	57.1					
14. Communicates on a daily basis with the team at the start of each shift.	14	4.14	85.7					
15. Others emulate this supervisor's enthusiasm for work.	15	4.47	93.3					

### 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. Communicates equally well with all employees.	4.20	4.67	+0.47 ▲
12. Promotes teamwork and cooperation within the department.	3.93	4.20	+0.27 ▲
13. Offers constructive feedback to facilitate performance improvement.	4.47	3.64	-0.82 ▼
14. Communicates on a daily basis with the team at the start of each shift.	4.00	4.14	+0.14 ▲
15. Others emulate this supervisor's enthusiasm for work.	4.27	4.47	+0.20 ▲

## 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 Development) to green (Role Model).

Item	n	Avg	LOA	Level of Skill				
				Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
16. Able to organize work.	15	4.00	66.7	7%	27%	27%	40%	
17. Sets a high standard for job performance.	15	3.87	66.7		33%	47%	20%	
18. Has great overall performance	15	4.20	86.7	7%	7%	47%	40%	
19. Effective in performing his/her job.	15	4.33	86.7		13%	40%	47%	
20. Works effectively in the department.	15	4.40	100.0			60%	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
16. Able to organize work.	3.64	4.00	+0.36 ▲
17. Sets a high standard for job performance.	4.33	3.87	-0.47 ▼
18. Has great overall performance	3.93	4.20	+0.27 ▲
19. Effective in performing his/her job.	4.33	4.33	
20. Works effectively in the department.	3.60	4.40	+0.80 ▲

## Adaptability

### 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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
21. Flexible and adaptable when confronted with unexpected changes.	15	3.93	73.3	27%		53%		20%
22. Successfully handles the implementation of the reorganization.	15	4.00	66.7	13%	20%	20%		47%
23. Able to work on various customer accounts which have different needs/goals.	15	4.07	80.0	20%		53%		27%
24. Able to work with individuals in the department who have different personalities and working styles.	15	4.00	73.3	13%	13%	33%		40%
25. Able to adjust to changing environments.	15	4.07	86.7	13%		67%		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	2025	2026	Change
21. Flexible and adaptable when confronted with unexpected changes.	4.20	3.93	-0.27 ▼
22. Successfully handles the implementation of the reorganization.	4.20	4.00	-0.20 ▼
23. Able to work on various customer accounts which have different needs/goals.	4.13	4.07	-0.07 ▼
24. Able to work with individuals in the department who have different personalities and working styles.	3.80	4.00	+0.20 ▲
25. Able to adjust to changing environments.	4.13	4.07	-0.07 ▼

## Quality

### 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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
26. Keeps precise records regarding quality specs and performance.	15	4.00	80.0	7%	13%	53%		27%
27. Effectively works with Quality Control (QC) engineers.	15	3.67	66.7	20%	13%	47%		20%
28. Maintains detailed instructions to ensure consistency and quality in the production line.	15	4.40	86.7	13%	33%	53%		
29. Invests time in reviewing and refining work, even when deadlines are tight, to uphold excellence.	15	4.07	80.0	20%		53%		27%
30. Encourages others to produce the highest quality work products.	14	4.00	92.9	7%		86%		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
26. Keeps precise records regarding quality specs and performance.	4.47	4.00	-0.47 ▼
27. Effectively works with Quality Control (QC) engineers.	4.00	3.67	-0.33 ▼
28. Maintains detailed instructions to ensure consistency and quality in the production line.	4.33	4.40	+0.07 ▲
29. Invests time in reviewing and refining work, even when deadlines are tight, to uphold excellence.	4.07	4.07	
30. Encourages others to produce the highest quality work products.	4.00	4.00	

## Time 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 Significant Development) to green (Role Model).

Item	n	Avg	LOA	Level of Skill				
				Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
31. Maximizes time management by multitasking.	15	4.27	93.3	7%	60%	33%		
32. Uses limited time efficiently.	14	4.14	92.9	7%	71%	21%		
33. Delegates routine tasks to team members, allowing the manager to concentrate on more strategic or complex responsibilities.	15	4.27	100.0		73%	27%		
34. Uses time efficiently to achieve higher productivity.	15	4.40	93.3	7%	47%	47%		
35. Sets clearly defined goals.	15	3.47	53.3	13%	33%	47%	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. Maximizes time management by multitasking.	4.27	4.27	
32. Uses limited time efficiently.	4.20	4.14	-0.06 ▼
33. Delegates routine tasks to team members, allowing the manager to concentrate on more strategic or complex responsibilities.	3.67	4.27	+0.60 ▲
34. Uses time efficiently to achieve higher productivity.	4.00	4.40	+0.40 ▲
35. Sets clearly defined goals.	4.20	3.47	-0.73 ▼

## Accountability

### 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 Development) to green (Role Model).

Item	n	Avg	LOA	Response Categories				
				Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
36. Follows through on commitments made.	15	4.20	93.3	7%	67%			27%
37. Defines roles, rights, and responsibilities of the team.	15	4.27	93.3	7%	60%			33%
38. Welcomes the responsibility for meeting the broad range of needs of stakeholders and clients.	15	4.00	80.0	20%	60%			20%
39. Chooses integrity over convenience.	15	4.07	86.7	7%	7%	60%		27%
40. Takes personal responsibility for the quality of their work.	15	4.33	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	2025	2026	Change
36. Follows through on commitments made.	4.00	4.20	+0.20 ▲
37. Defines roles, rights, and responsibilities of the team.	4.21	4.27	+0.05 ▲
38. Welcomes the responsibility for meeting the broad range of needs of stakeholders and clients.	4.07	4.00	-0.07 ▼
39. Chooses integrity over convenience.	3.87	4.07	+0.20 ▲
40. Takes personal responsibility for the quality of their work.	4.27	4.33	+0.07 ▲

# 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 Significant Development) to green (Role Model).

Item	n	Avg	LOA	Response Distribution				
				Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
41. Actively engages each team member to ensure they personally endorse the initiative.	15	3.93	80.0	13%	7%	53%		27%
42. Holds self and others accountable for staying focused on agreed deliverables.	15	4.33	93.3	7%		47%		47%
43. Champions organizational priorities by modeling commitment and accountability.	15	4.13	86.7		13%	60%		27%
44. Elevates customer experiences by cultivating employee expertise and loyalty to organizational goals.	15	4.20	100.0			80%		20%
45. Is committed to the process even if the results are not registered for some time.	15	4.27	86.7	7%	7%	40%		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
41. Actively engages each team member to ensure they personally endorse the initiative.	3.87	3.93	+0.07 ▲
42. Holds self and others accountable for staying focused on agreed deliverables.	4.13	4.33	+0.20 ▲
43. Champions organizational priorities by modeling commitment and accountability.	4.20	4.13	-0.07 ▼
44. Elevates customer experiences by cultivating employee expertise and loyalty to organizational goals.	4.87	4.20	-0.67 ▼
45. Is committed to the process even if the results are not registered for some time.	4.27	4.27	

## 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 Significant Development) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
46. Creates opportunities for professional development.	15	4.40	93.3	7%	47%	47%		
47. Encourages employees through recognition of positive changes in behavior.	15	4.20	93.3	7%	67%	27%		
48. Is open to receiving feedback.	15	4.07	86.7	13%	53%	33%		
49. Sets performance objectives for subordinates that encourages development opportunities.	15	4.27	93.3	7%	53%	40%		
50. Develops employees by offering and encouraging them to take on new or additional responsibilities.	15	4.07	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	2025	2026	Change
46. Creates opportunities for professional development.	4.13	4.40	+0.27 ▲
47. Encourages employees through recognition of positive changes in behavior.	4.07	4.20	+0.13 ▲
48. Is open to receiving feedback.	4.00	4.07	+0.07 ▲
49. Sets performance objectives for subordinates that encourages development opportunities.	4.13	4.27	+0.13 ▲
50. Develops employees by offering and encouraging them to take on new or additional responsibilities.	4.20	4.07	-0.13 ▼

# Planning

## 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 Development) to green (Role Model).

Item	n	Avg	LOA	Response Categories				
				Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
51. Sets the appropriate sequence of tasks to ensure completion of the project.	15	4.33	93.3	7%	47%	47%		
52. Effectively uses logistics planning to reduce supply delays.	15	4.13	86.7	13%	60%		27%	
53. Understands what materials will be required to successfully implement the plan.	15	4.33	100.0		67%		33%	
54. Works in an organized manner	15	4.27	93.3	7%	60%		33%	
55. Develops proper plans to ensure seamless flow of materials through logistics.	15	4.00	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	2025	2026	Change
51. Sets the appropriate sequence of tasks to ensure completion of the project.	4.13	4.33	+0.20 ▲
52. Effectively uses logistics planning to reduce supply delays.	4.40	4.13	-0.27 ▼
53. Understands what materials will be required to successfully implement the plan.	4.07	4.33	+0.27 ▲
54. Works in an organized manner	4.07	4.27	+0.20 ▲
55. Develops proper plans to ensure seamless flow of materials through logistics.	4.27	4.00	-0.27 ▼

## 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?

What do you like best about working with this individual?

What do you like least about working with this individual?

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

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

Any final comments?