



Feedback Results
Your CompanyName Here
2026

Sample Employee

Results Generated by HR-Survey

February 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.

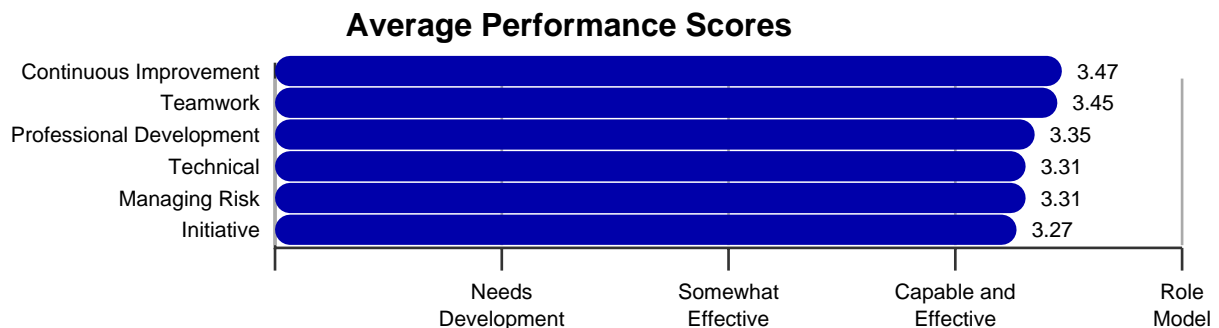
What to Do with Your Feedback

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 6 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.



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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
1. Identifies opportunities to improve workflow processes through the better use of technology.	15	3.20	93.3	7%	67%		27%
2. Analyzes processes to determine areas for improvement.	15	3.87	100.0	13%	87%		
3. Develops and promotes top-tier performance benchmarks across the organization.	15	3.33	93.3	7%	53%		40%
4. Collects customer assessments and perceptions from multiple sources.	15	3.60	93.3	7%	27%	67%	
5. Applies advanced analytical methods to validate improvement ideas and ensure they deliver measurable gains.	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	2025	2026	Change
1. Identifies opportunities to improve workflow processes through the better use of technology.	3.29	3.20	-0.09 ▼
2. Analyzes processes to determine areas for improvement.	3.65	3.87	+0.22 ▲
3. Develops and promotes top-tier performance benchmarks across the organization.	3.18	3.33	+0.16 ▲
4. Collects customer assessments and perceptions from multiple sources.	3.41	3.60	+0.19 ▲
5. Applies advanced analytical methods to validate improvement ideas and ensure they deliver measurable gains.	3.24	3.33	+0.10 ▲

Comments:

- He can always be counted on to do what he commits to.
- _____ listens to employees ideas and concerns and address the issues right away.
- Occasionally there are opportunities for better matching employee strengths with staff assignments.
- Commitment or expectation overload" has been an issue this past year. Reducing one managerial position within the department combined with the significant number of high priority initiatives that are currently on-going has been a barrier to meeting deadlines.
- He also demonstrates a willingness and ability to have difficult conversations that ultimately help each associate succeed in their roles or move on due to a lack of fit.. I must say that I learn a great deal from _____ and his style of leadership. His understanding and appreciation of his leadership team and all his associates is something I would aspire to replicate in my own leadership areas of responsibility.
- From what I can see _____ meets or exceeds all of these leadership roles but remember he is not my manager.

Professional Development

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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
6. Keep themselves up-to-date of technical/professional issues	15	3.20	93.3	7%	60%	33%	
7. Allows employees to fully participate in employee training and professional development.	15	3.20	86.7	13%	53%	33%	
8. Contributing fully to the extent of their skills	15	3.40	93.3	7%	47%	47%	
9. Encourages employees to take courses relevant to their job.	15	3.47	93.3	7%	40%	53%	
10. Seeks opportunities for continuous learning.	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	2025	2026	Change
6. Keep themselves up-to-date of technical/professional issues	3.24	3.20	-0.04 ▼
7. Allows employees to fully participate in employee training and professional development.	3.41	3.20	-0.21 ▼
8. Contributing fully to the extent of their skills	3.24	3.40	+0.16 ▲
9. Encourages employees to take courses relevant to their job.	3.18	3.47	+0.29 ▲
10. Seeks opportunities for continuous learning.	3.35	3.47	+0.11 ▲

Comments:

- I like that he challenges me.
- Even though he is part-time, I don't like the minimal face-to-face exposure.
- _____ is able to manage an ever-changing work load. His time management has improved over the last year, to promote a work-life balance.
- If feel _____ meets/exceeds in all of the areas listed above, and I feel he consistently exceeds in the areas of professionalism, service, communication, teamwork, engagement and ethics.
- Is always learning. Whether it is a webinar, tutorial, self-improvement books, etc.
- I like it when a supervisor checks-in with me on my work progress and takes the time to review my work(which _____ does and excellent job of). But when the opportunity arises, sometimes I like it when a supervisor takes the time to sit down with me on a project and workside-by-side to get to a solution.

Initiative

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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
11. Actively works on resolving the issue instead of procrastinating or hoping it will resolve itself.	15	3.53	100.0	47%	53%		
12. Will continue to work on a problem even in the face of obstacles.	15	3.27	100.0	73%	27%		
13. Is motivated to resolve issues right away.	15	3.33	100.0	67%	33%		
14. Launches initiatives that measurably improve team performance, efficiency, or morale.	15	3.13	86.7	13%	60%	27%	
15. Confronts problems immediately without supervisor instructions.	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	2025	2026	Change
11. Actively works on resolving the issue instead of procrastinating or hoping it will resolve itself.	3.47	3.53	+0.06 ▲
12. Will continue to work on a problem even in the face of obstacles.	3.47	3.27	-0.20 ▼
13. Is motivated to resolve issues right away.	3.35	3.33	-0.02 ▼
14. Launches initiatives that measurably improve team performance, efficiency, or morale.	3.18	3.13	-0.04 ▼
15. Confronts problems immediately without supervisor instructions.	3.00	3.07	+0.07 ▲

Comments:

- He relies heavily on his team to seek front line input and opinions and is always great about communicating upcoming changes.
- 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.
- _____ is an outstanding leader and [CompanyName] is incredibly fortunate to have him on our team!
- Employees were not encouraged to do anything besides come to work.
- He is always available to me day and night for question and help regarding unit operations. I am appreciative that he works with me to meet my needs as an employee and always gets back to me promptly when assistance is needed.
- Has a lot of IT knowledge, if he would hold more training and spread his knowledge wealth, it would, in my opinion make him an effective leader.

Technical

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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
16. Creates important technical innovations.	15	3.40	93.3	7%	47%	47%	
17. Optimizes the solutions to complex technical problems.	15	3.27	93.3	7%	60%	33%	
18. Engages in peer learning by shadowing experts or participating in cross-functional technical reviews.	14	3.00	92.9	7%	79%	14%	
19. Integrates technical roadmaps with broader operational or product strategies.	15	3.47	100.0		53%	47%	
20. Maintains membership in technical societies and associations.	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
16. Creates important technical innovations.	3.65	3.40	-0.25 ▼
17. Optimizes the solutions to complex technical problems.	3.47	3.27	-0.20 ▼
18. Engages in peer learning by shadowing experts or participating in cross-functional technical reviews.	3.12	3.00	-0.12 ▼
19. Integrates technical roadmaps with broader operational or product strategies.	3.59	3.47	-0.12 ▼
20. Maintains membership in technical societies and associations.	3.29	3.40	+0.11 ▲

Comments:

- He is professional, reliable, ethical, and thoroughly engaged. He demonstrates this by showing up every day, providing feedback and stewardship for all his reports.
- _____ promotes and encourages teambuilding throughout the entire department.
- Needs to have more face-to-face communications with other employees in the company.
- He is passionate about providing the services necessary to meet the needs of our organization.
- I observe him coming into work after me and leaving before me and I just received more work so now I am having to work even more hours.
- I would encourage _____ to have a more hands on approach during process improvement (although with that being said there has been a lot of change and it is not reasonable to expect him to have hands on with everything).

Managing Risk

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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
21. Maintains open communication with other departments.	15	3.53	100.0	47%	53%		
22. Takes steps to contain the costs of responding to such events.	15	3.00	80.0	20%	60%	20%	
23. Supports cross-functional teams in applying consistent risk practices.	15	2.87	80.0	20%	73%	7%	
24. Monitors enterprise risk management activities for their impact and effectiveness on mitigating risks.	15	3.47	100.0	53%	47%		
25. Determines a proportional response in relation to the level of risk.	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	2025	2026	Change
21. Maintains open communication with other departments.	3.35	3.53	+0.18 ▲
22. Takes steps to contain the costs of responding to such events.	3.00	3.00	
23. Supports cross-functional teams in applying consistent risk practices.	2.88	2.87	-0.02 ▼
24. Monitors enterprise risk management activities for their impact and effectiveness on mitigating risks.	3.00	3.47	+0.47 ▲
25. Determines a proportional response in relation to the level of risk.	3.76	3.67	-0.10 ▼

Comments:

- Employees were not encouraged to do anything besides come to work.
- He is a great leader.
- Is self-aware of own strength and weakness. Asking for help by adding another manager.
- He allows me to give my opinion then discusses the best solution to an opportunity, whether that be to return to the table for more evidence or present what is already known.
- I enjoy working with _____; whenever I need to communicate an issue or problem regarding the department he is very receptive and responsive to the needs.
- Communication to entire team is excellent and helps engage all staff. _____'s visibility to his team has been very positive.

Teamwork

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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
26. Applies knowledge of team behavior to help achieve organizational goals and objectives.	15	3.40	93.3	7%	47%	47%	
27. Coaches team members to work toward a common goal.	15	3.33	93.3	7%	53%	40%	
28. Is committed to the success of the team.	15	3.53	100.0		47%	53%	
29. Helps the team make good decisions even under conditions of uncertainty.	15	3.67	100.0		33%	67%	
30. Comes across as a reliable, committed team member	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	2025	2026	Change
26. Applies knowledge of team behavior to help achieve organizational goals and objectives.	3.53	3.40	-0.13 ▼
27. Coaches team members to work toward a common goal.	3.12	3.33	+0.22 ▲
28. Is committed to the success of the team.	3.41	3.53	+0.12 ▲
29. Helps the team make good decisions even under conditions of uncertainty.	3.59	3.67	+0.08 ▲
30. Comes across as a reliable, committed team member	3.41	3.33	-0.08 ▼

Comments:

- _____'s management style is excellent.
- One of the main reasons I am here is because of _____.
- Need to continue to engage staff in team development and role clarification.
- I would encourage him to share with others the work going on in his area in this regard. It deserves to be recognized and shared.
- His communication techniques are clear and to the point which is very much appreciated.
- Gets the job organized and in time. Makes sure all are on the same page and communicates very well.

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 interacts effectively with our most difficult customers.
- He is open to suggestions given him that may improve our workflow processes and offers very good ideas and feedback when a problem or concern is brought to his attention.
- He is an excellent teammate, great attitude, effort, and energy.
- _____ has implemented using certain times of the day for email. He is consistently encouraging staff to keep emails brief and to the point.
- _____'s number one priority is customer outcome - he is a team player and is a pleasure to work with.
- Sometimes comes across as stubborn and unwilling to try to understand opposing views of an issue.

What do you like best about working with this individual?

- _____ is a wonderful partner. He has been incredibly helpful as we have worked together this past year to investigate, resolve and move forward on a variety of Systems Integration issues.
- _____ is an excellent listener. He is HIGHLY respected by his staff, and other leaders around the organization. I honestly have a very hard time trying to think of an area for improvement.
- _____ is friendly to myself and other staff members. I believe he is very knowledgeable in the role of controller. He continues to struggle with maintaining focus on tasks, time management and meeting deadlines. It is extremely frustrating to have to wait weeks for him to complete work needed from him.
- His confidence allows him to take on any task and also allows him to lead a team of leaders effectively.
- _____ is an exceptional leader in my opinion. He leads by example and knows his teams at the depth necessary to effectively engage them and lead them to improved performance.
- He recognizes strengths by allowing/encouraging his managers to form and shape their performance in accord with their talents.

What do you like least about working with this individual?

- His communication style can also come across as very directive at times to peers and subordinates.
- _____ is willing to tackle performance situations and solicits feedback on how his team is doing.
- When in need, he picks the appropriate person to conquer a task or assignment. He delegates well and seems to know who best to direct projects, questions and or initiatives to.
- Based on his customer satisfaction scores it is clear he has a strong team in place.
- One area of improvement that I have identified within the last year is improving my turnaround time on responses to emails, voicemails, and requests from my customers. This can be improved once leadership gaps are filled within [CompanyName] and my presence is no longer required in an operational role or I determine a way to obtain more support staff to work on contracts and compensation. This work requires research and dedicated time to produce accurate work.
- Could benefit from increasing awareness on how much influence they have on the department.

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

- I appreciate the straight forward style of leadership _____ uses.
- _____ is dedicated to his work and the employees that he manages. I am amazed at the kind of time he puts into this organization.
- _____ always works toward what is best for [CompanyName] and his work with the CEO is a great example of high ethics and professionalism.
- Improve on providing feedback.
- I cannot say if he challenges others.
- Is extremely knowledgeable and is always continuing his education to stay up to date.

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

- _____ leads by example in each of the areas noted above.
- Need to continue to take action when needed, although have improved. . .
- The only area I feel _____ needs improvement is that when he gives a project he often has a vision for it but waits until the work is done to share that vision. Can be frustrating at times.
- _____ exhibits excellent customer first values at all times. His knowledge is well known and is respected by the managers and executives.
- _____ is a very solid manager who meets or exceeds expectations of his role.
- He has been tremendously helpful in facilitating new work flows in our area that we would have been unsuccessful at without his leadership.

Any final comments?

- _____ has superb technical experience. I think he should take more advantage of department meetings to brief the team on his priorities and initiatives.
- _____ is thorough with his candidate screenings and really focuses on hiring for talent and experience. I know what he expects from me. He will step up to take action when others do not and this is because he is a team player and really wants us to succeed.
- _____'s leadership is very strong. He exhibits and very controlled sensibility about his own skills and professionalism.
- _____ is very reliable and collaborates well on projects.
- _____ is excellent at communicating with staff and other departments. He is able to read people well and place them where they would excel.
- A willingness and flexibility to pitch in help where needed is important.