



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 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.

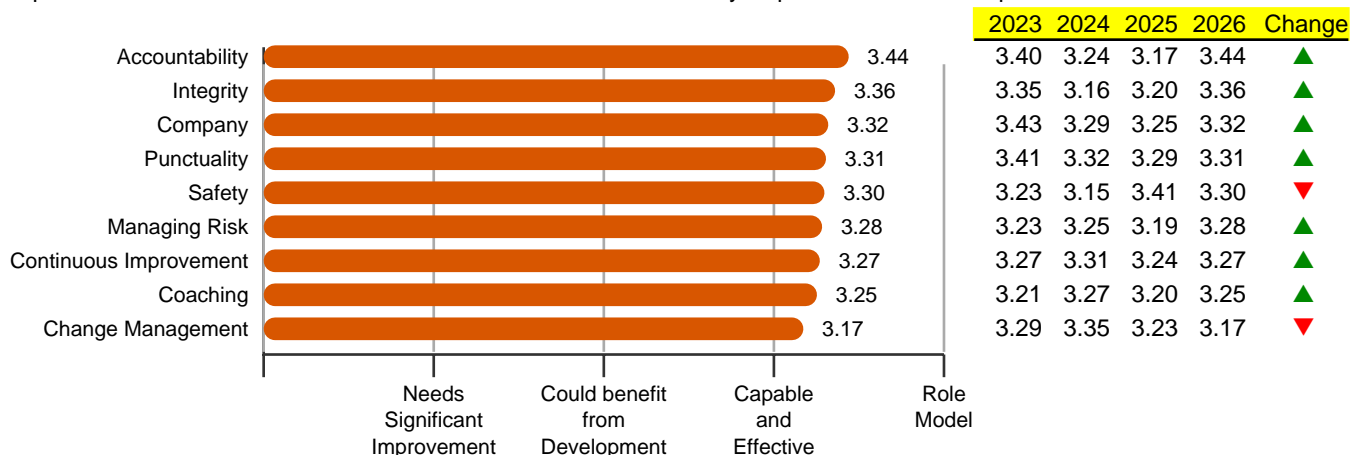
What to Do with Your Feedback

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

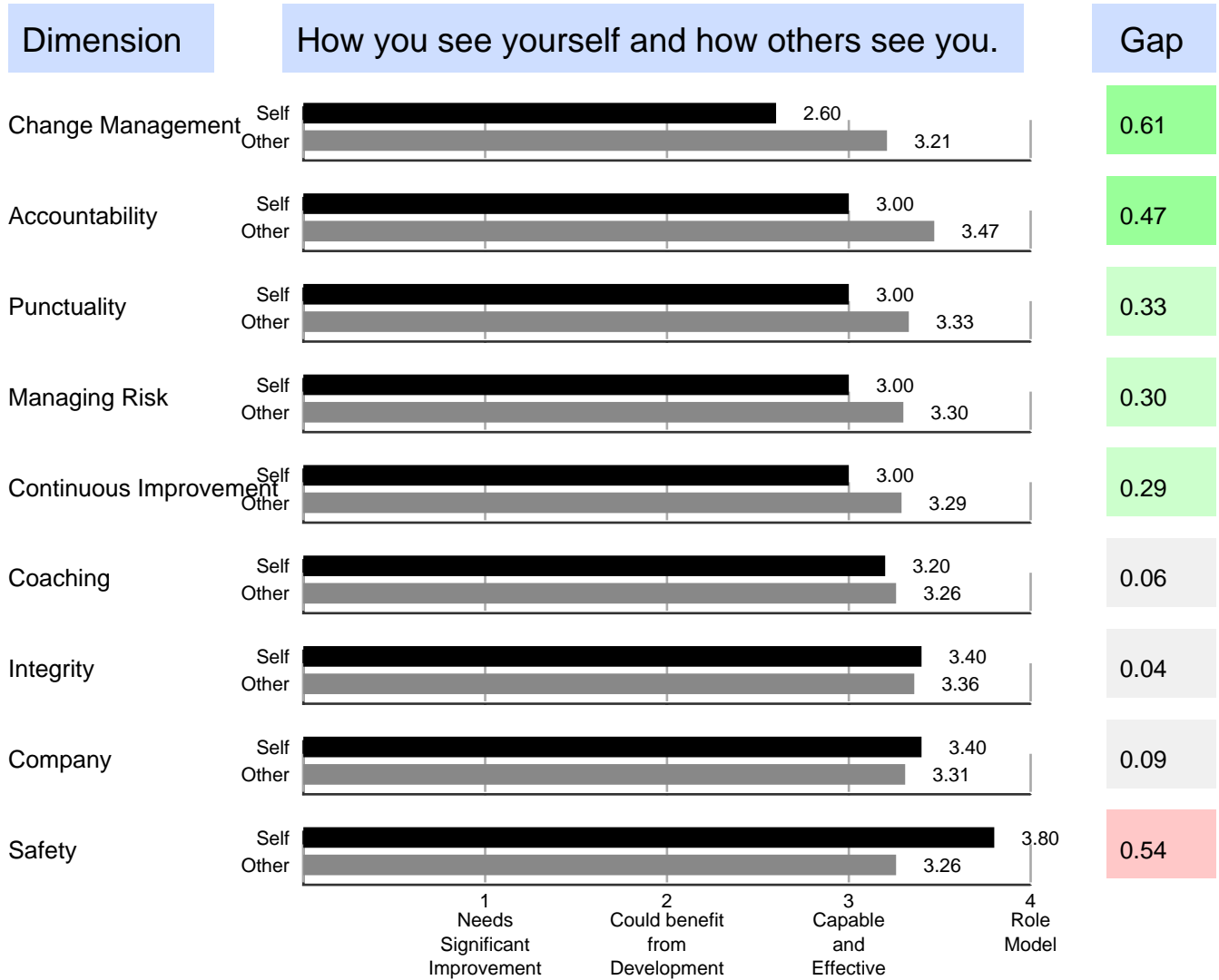
In this feedback process, the questionnaire items prompted respondents to evaluate specific behaviors and competencies recognized by COMPANY's present leaders. These behaviors and competencies are categorized into 9 principal dimensions of leadership.

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

Continuous Improvement is a disciplined, organizationwide commitment to elevating quality, efficiency, and reliability through sustained personal effort, empowered employees, and a culture that expects first-timeright performance. It strengthens processes and systems by applying technical insight, data-driven analysis, Six Sigma methods, experimentation, and best-practice standards to optimize operations and prevent issues before they occur. It thrives on cross-functional collaboration, knowledge sharing, training, and supportive leadership that equips people to identify opportunities, solve problems, and meet evolving customer expectations. It relies on rigorous measurement, investigation, benchmarking, and resilient design to ensure improvements are validated, sustained, and aligned with best-in-class performance.

Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
1. Strengthens process design to reduce defects and improve reliability.	15	3.20	86.7	13%	53%		33%
2. Proactively addresses risks that decrease productivity.	15	3.33	100.0		67%		33%
3. Enhances production line resilience through thoughtful engineering and risk mitigation.	15	3.33	93.3	7%	53%		40%
4. Monitors emerging issues and intervenes early to sustain productivity.	15	3.27	93.3	7%	60%		33%
5. Collaborates with upstream and downstream partners to optimize end-to-end workflow performance.	14	3.21	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	2023	2024	2025	2026	Change
1. Strengthens process design to reduce defects and improve reliability.	3.20	3.20	3.00	3.20	+0.20 ▲
2. Proactively addresses risks that decrease productivity.	3.27	3.40	3.40	3.33	-0.07 ▼
3. Enhances production line resilience through thoughtful engineering and risk mitigation.	3.40	3.40	3.27	3.33	+0.07 ▲
4. Monitors emerging issues and intervenes early to sustain productivity.	3.47	3.33	3.40	3.27	-0.13 ▼
5. Collaborates with upstream and downstream partners to optimize end-to-end workflow performance.	3.00	3.20	3.13	3.21	+0.08 ▲

Punctuality

Adheres to schedules and timelines. Starts meetings, workday, and assigned tasks on time.

Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
6. Starts meetings on time.	15	3.47	100.0		53%	47%	
7. Conducts appointments at scheduled start time.	15	3.40	93.3	7%	47%	47%	
8. Avoids making personal phone calls during working hours.	15	3.20	86.7	13%	53%	33%	
9. Arrives to meetings on time.	15	3.27	86.7	13%	47%	40%	
10. Maintains an efficient schedule of activities.	15	3.20	93.3	7%	67%	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	2023	2024	2025	2026	Change
6. Starts meetings on time.	3.40	3.13	3.07	3.47	+0.40 ▲
7. Conducts appointments at scheduled start time.	3.40	3.20	3.33	3.40	+0.07 ▲
8. Avoids making personal phone calls during working hours.	3.40	3.40	3.20	3.20	
9. Arrives to meetings on time.	3.53	3.40	3.60	3.27	-0.33 ▼
10. Maintains an efficient schedule of activities.	3.33	3.47	3.27	3.20	-0.07 ▼

Accountability

Accountability means taking responsibility for meeting performance expectations and being answerable for the outcomes. It recognizes that actions have consequences, which reflect our commitment to accountability. When individuals aim for high accountability, their performance improves. Accountability exists in a variety of ways including: performance appraisals/reports, delegation of responsibilities, expectations of results, keeping the supervisor informed, being on time, and treating employees well.

Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
11. Keeps supervisor informed of recent events.	15	3.67	100.0	33%	67%		
12. Can be counted on to do their role well.	15	3.40	93.3	7%	47%	47%	
13. Consistently strives to complete work on time or ahead of schedule.	15	3.13	86.7	13%	60%	27%	
14. Always starts work on time.	15	3.47	100.0	53%	47%		
15. Works diligently for the success of the team.	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	2023	2024	2025	2026	Change
11. Keeps supervisor informed of recent events.	3.40	3.40	3.27	3.67	+0.40 ▲
12. Can be counted on to do their role well.	3.53	3.20	3.00	3.40	+0.40 ▲
13. Consistently strives to complete work on time or ahead of schedule.	3.20	3.21	3.40	3.13	-0.27 ▼
14. Always starts work on time.	3.20	3.13	3.00	3.47	+0.47 ▲
15. Works diligently for the success of the team.	3.67	3.27	3.20	3.53	+0.33 ▲

Integrity

Integrity is the unwavering commitment to core values, demonstrated through honesty, transparency, fairness, and ethical decisionmaking that sets a standard others feel compelled to follow. It earns trust by keeping commitments, maintaining confidentiality, supporting and respecting others, and consistently behaving in principled ways--even in small matters or when consequences are difficult. It requires accountability and selfregulation, including openly admitting mistakes, taking responsibility for outcomes, and ensuring actions align with stated values and organizational expectations. Integrity ultimately shows up through professionalism and leading by example, fostering strong interpersonal relationships and creating a culture where trust, excellence, and ethical conduct are the norm.

Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
16. Exemplifies integrity and responsibility both publicly and privately.	15	3.47	93.3	7%	40%	53%	
17. Follows through on your commitments, which builds trust and confidence.	15	2.93	73.3	27%	53%	20%	
18. Fosters a culture of trust and ethical behavior throughout the organization.	15	3.40	93.3	7%	47%	47%	
19. Builds and maintains trust and good working relationships.	15	3.53	100.0		47%	53%	
20. Develops trust and confidence from others.	15	3.47	100.0		53%	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	2023	2024	2025	2026	Change
16. Exemplifies integrity and responsibility both publicly and privately.	3.33	3.00	3.07	3.47	+0.40 ▲
17. Follows through on your commitments, which builds trust and confidence.	3.40	3.20	3.33	2.93	-0.40 ▼
18. Fosters a culture of trust and ethical behavior throughout the organization.	3.47	3.53	3.20	3.40	+0.20 ▲
19. Builds and maintains trust and good working relationships.	3.13	2.87	3.53	3.53	
20. Develops trust and confidence from others.	3.40	3.20	2.87	3.47	+0.60 ▲

Change Management

Change management is the structured approach to transitioning individuals, teams, and organizations from current practices to new processes by creating awareness, communicating vision, and establishing clear goals for change. It requires proactive planning, stakeholder involvement, coalition-building, and incentivizing adoption while addressing resistance and fostering agility in evolving environments. Through monitoring, adapting strategies, and providing support and training, effective change management ensures seamless implementation, long-term success, and sustained organizational growth.

Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
21. Supports new initiatives for organizational changes to improve effectiveness.	15	3.00	80.0	20%	60%		20%
22. Succinctly conveys a vision of the changes in a way that is easy for employees to understand.	15	3.53	100.0		47%	53%	
23. Communicates a vision for the future.	15	3.13	86.7	13%	60%		27%
24. Understands the consequences that may result from significant changes.	15	3.13	80.0	7%	13%	40%	40%
25. Ensures employees are aware of how the changes will benefit the organization.	15	3.07	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	2023	2024	2025	2026	Change
21. Supports new initiatives for organizational changes to improve effectiveness.	3.47	3.13	3.20	3.00	-0.20 ▼
22. Succinctly conveys a vision of the changes in a way that is easy for employees to understand.	3.20	3.33	3.07	3.53	+0.47 ▲
23. Communicates a vision for the future.	3.20	3.47	3.27	3.13	-0.13 ▼
24. Understands the consequences that may result from significant changes.	3.33	3.47	3.33	3.13	-0.20 ▼
25. Ensures employees are aware of how the changes will benefit the organization.	3.27	3.33	3.27	3.07	-0.20 ▼

Managing Risk

Managing Risk is the disciplined ability to evaluate risk information, analyze operational and strategic exposures, remain aware of emerging threats, and accurately determine potential consequences to guide appropriate levels of acceptable risk. It involves designing and integrating risk initiatives into existing processes, making informed decisions in fluid conditions, and applying mitigation, control, and response strategies that balance safety, productivity, and organizational resilience. Effective Managing Risk also requires monitoring trends, adapting to changing conditions, fulfilling accountability for risk systems and data, and supporting consistent process execution across teams. It is strengthened through clear communication, ongoing training, and a culture that both respects controls and embraces calculated risks that create value.

Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
26. Ensures documentation meets regulatory, audit, and organizational standards.	15	3.20	93.3	7%	60%	33%	
27. Uses data from the purchasing department to anticipate possible supply chain risks.	15	3.40	93.3	7%	47%	47%	
28. Takes steps to reduce the occurrence of the risk events.	15	3.60	93.3	7%	27%	67%	
29. Turns risks into opportunities.	15	3.20	86.7	13%	53%	33%	
30. Offers training to reduce safety incidents in the workplace.	14	3.00	92.9	7%	79%	14%	

Time Comparisons by Item

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Item	2023	2024	2025	2026	Change
26. Ensures documentation meets regulatory, audit, and organizational standards.	3.53	3.33	3.33	3.20	-0.13 ▼
27. Uses data from the purchasing department to anticipate possible supply chain risks.	3.20	3.33	2.93	3.40	+0.47 ▲
28. Takes steps to reduce the occurrence of the risk events.	3.33	3.13	3.40	3.60	+0.20 ▲
29. Turns risks into opportunities.	3.21	3.20	3.20	3.20	
30. Offers training to reduce safety incidents in the workplace.	2.87	3.27	3.07	3.00	-0.07 ▼

Safety

Safety is the integrated practice of leading, developing, and sustaining systems that protect people by aligning roles, processes, and policies with zero injury goals while continuously strengthening programs through thoughtful planning and improvement. It requires actively assessing work practices and environments, conducting inspections and audits, and using data, documentation, and communication to identify risks, ensure compliance, and drive corrective action. Safety also depends on building capability--evaluating training needs, providing instruction, modeling participation, and ensuring employees have the knowledge, equipment, and resources to work safely across all conditions, including hazardous materials and emergency scenarios. Ultimately, Safety is a collaborative, organizationwide commitment to preventing incidents, investigating causes, mitigating hazards, and preparing for recovery so that every employee can work in a safe, healthy, and resilient environment.

Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
31. Ensures equipment, tools, and workstations are arranged to minimize risk and support safe operations.	15	3.33	93.3	7%	53%	40%	
32. Actively practices safety in the workplace.	14	3.29	100.0		71%		29%
33. Performs work safely.	15	3.27	100.0		73%		27%
34. Evaluates the organization's ability to respond to and recover from disruptions.	15	3.47	93.3	7%	40%	53%	
35. Is aware of OSHA safety guidelines.	15	3.13	86.7	13%	60%		27%

Time Comparisons by Item

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Item	2023	2024	2025	2026	Change
31. Ensures equipment, tools, and workstations are arranged to minimize risk and support safe operations.	3.13	3.07	3.47	3.33	-0.13 ▼
32. Actively practices safety in the workplace.	3.40	3.07	3.60	3.29	-0.31 ▼
33. Performs work safely.	3.07	3.33	3.33	3.27	-0.07 ▼
34. Evaluates the organization's ability to respond to and recover from disruptions.	3.33	3.00	3.53	3.47	-0.07 ▼
35. Is aware of OSHA safety guidelines.	3.20	3.27	3.13	3.13	

Coaching

Coaching is an essential leadership skill that enhances performance by fostering dialogue and active listening, asking open-ended questions, challenging assumptions, and tailoring approaches to individual needs. It involves reframing challenges as opportunities, broadening perspectives, providing constructive feedback, empowering employees, and emphasizing future potential. Effective coaching supports growth and development by creating a receptive environment, encouraging introspection and self-reflection, demonstrating empathy, investing time, and driving meaningful impact.

Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
36. Addresses employee behavior problems effectively.	15	3.20	93.3	7%	67%		27%
37. Enables the proper workload balance for the employee to be able to effectively participate in coaching.	15	3.33	93.3	7%	53%		40%
38. Demonstrates that challenges are temporary and often lead to growth.	15	3.07	86.7	13%	67%		20%
39. Asks clarifying questions to get a better understanding of assumptions, positions, and goals.	15	3.33	100.0		67%		33%
40. Asks questions that challenge assumptions.	15	3.33	100.0		67%		33%

Time Comparisons by Item

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Item	2023	2024	2025	2026	Change
36. Addresses employee behavior problems effectively.	3.53	3.20	3.33	3.20	-0.13 ▼
37. Enables the proper workload balance for the employee to be able to effectively participate in coaching.	3.20	3.27	3.07	3.33	+0.26 ▲
38. Demonstrates that challenges are temporary and often lead to growth.	3.13	3.40	3.33	3.07	-0.27 ▼
39. Asks clarifying questions to get a better understanding of assumptions, positions, and goals.	3.20	3.27	3.00	3.33	+0.33 ▲
40. Asks questions that challenge assumptions.	3.00	3.20	3.27	3.33	+0.07 ▲

Company

A Company is a dynamic ecosystem that cultivates trust, pride, and optimism through ethical conduct, transparent communication, and a work environment designed to foster satisfaction, productivity, and camaraderie. It strategically aligns staffing, training, resources, and facilities to support evolving initiatives and objectives, while maintaining competitiveness through innovation, adaptability, and well-crafted policies. Through its image, impact, and teamwork, a Company becomes a place where employees feel empowered to contribute meaningfully and clients are consistently served with distinction.

Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
41. Is committed to ensuring the company is providing competitive products and services.	15	3.33	93.3	7%	53%	40%	
42. Translates company-wide initiatives into actionable goals for the team.	15	3.40	93.3	7%	47%	47%	
43. Creates a work environment that employees appreciate and are able to be productive.	15	3.13	86.7	13%	60%	27%	
44. Effectively organizes teams in the division.	15	3.27	100.0		73%	27%	
45. Treats all employees equitably, regardless of role, background, or tenure.	15	3.47	100.0		53%	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	2023	2024	2025	2026	Change
41. Is committed to ensuring the company is providing competitive products and services.	3.47	3.20	2.93	3.33	+0.40 ▲
42. Translates company-wide initiatives into actionable goals for the team.	3.27	3.53	3.13	3.40	+0.27 ▲
43. Creates a work environment that employees appreciate and are able to be productive.	3.87	3.13	3.20	3.13	-0.07 ▼
44. Effectively organizes teams in the division.	3.33	3.27	3.87	3.27	-0.60 ▼
45. Treats all employees equitably, regardless of role, background, or tenure.	3.20	3.33	3.13	3.47	+0.33 ▲