



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.

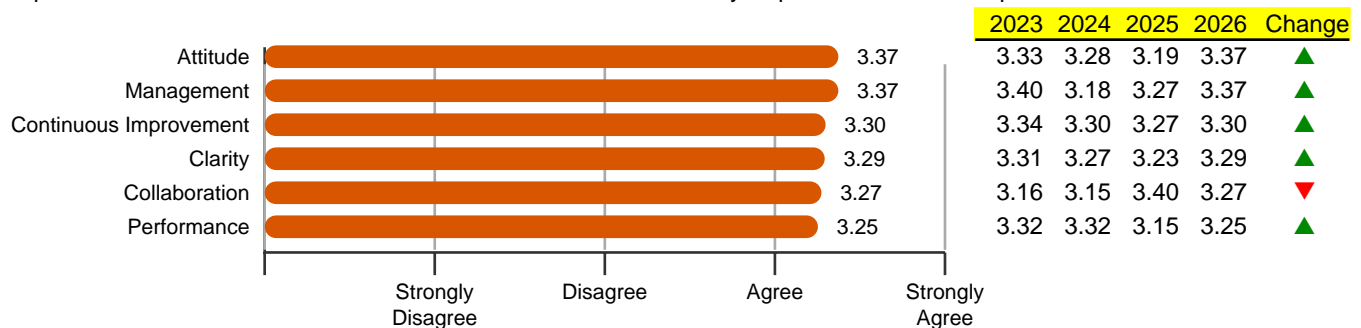
What to Do with Your Feedback

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

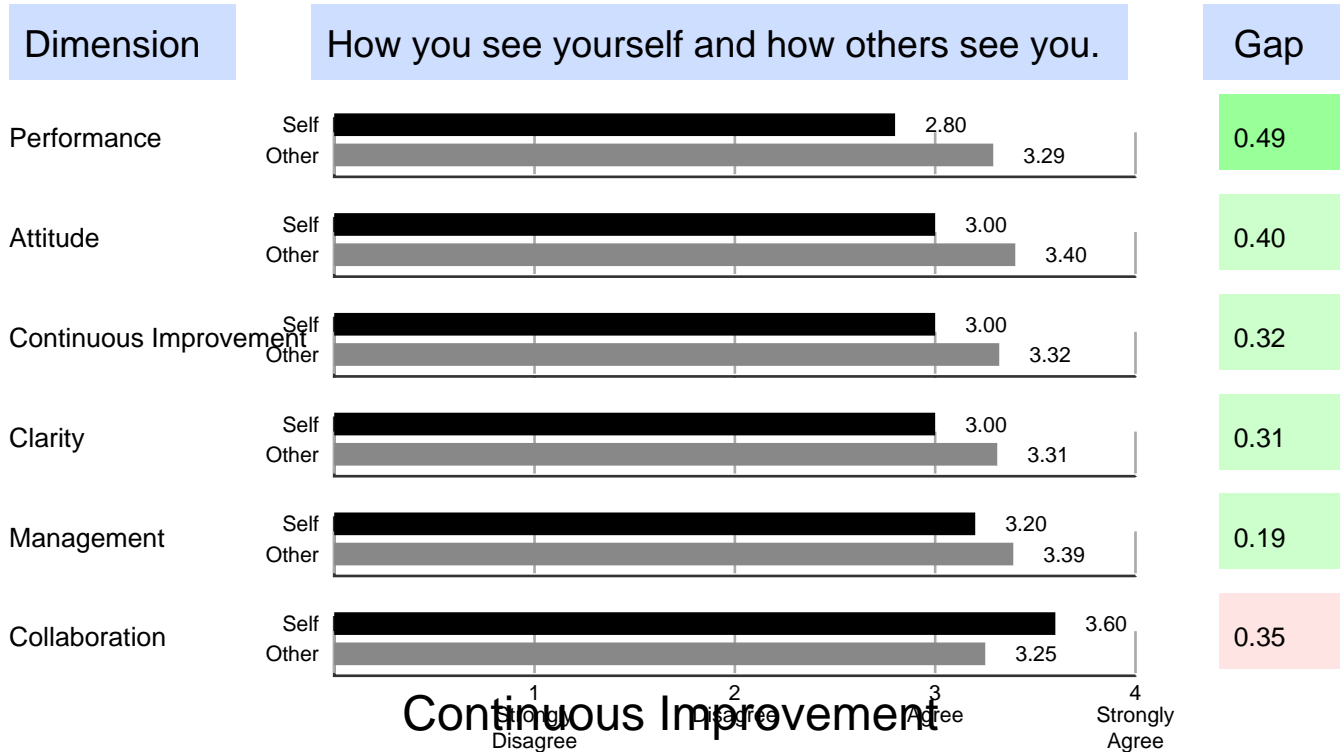
In this feedback process, the questionnaire items prompted respondents to evaluate specific behaviors and competencies recognized by COMPANY's present leaders. These behaviors and competencies are categorized into 6 principal dimensions of leadership.

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 is a disciplined, organizationwide commitment to elevating quality, efficiency, and reliability through sustained personal effort, empowered employees, and a culture that expects firsttimeright performance. It strengthens processes and systems by applying technical insight, datadriven analysis, Six Sigma methods, experimentation, and bestpractice standards to optimize operations and prevent issues before they occur. It thrives on crossfunctional 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 bestinclass 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 (Strongly Disagree) to green (Strongly Agree).

Item	n	Avg	LOA	Strongly Disagree	Disagree	Agree	Strongly Agree
1. Ensures improvement plans consider cross-functional impacts, dependencies, and constraints.	15	3.20	86.7	13%	53%	33%	

Item	n	Avg	LOA	Strongly Disagree	Disagree	Agree	Strongly Agree
2. Encourages learning and professional development of employees to improve the workforce.	15	3.33	100.0		67%		33%
3. Encourages engineers to look for better manufacturing methods.	15	3.33	93.3	7%	53%		40%
4. Encourages an employee culture of continuous improvement to seek out better ways of doing things.	15	3.27	93.3	7%	60%		33%
5. Surveys customers on a daily basis.	14	3.21	85.7	14%	50%		36%
6. Holds regular Critical Incident interviews/meetings to reduce errors and losses.	15	3.47	100.0		53%		47%
7. Enables employees to independently identify and implement improvements.	15	3.40	93.3	7%	47%		47%
8. Is proactive about reducing errors in production.	15	3.20	86.7	13%	53%		33%
9. Is always trying to improve things in the department.	15	3.27	86.7	13%	47%		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	2023	2024	2025	2026	Change
1. Ensures improvement plans consider cross-functional impacts, dependencies, and constraints.	3.20	3.20	3.00	3.20	+0.20 ▲
2. Encourages learning and professional development of employees to improve the workforce.	3.27	3.40	3.40	3.33	-0.07 ▼
3. Encourages engineers to look for better manufacturing methods.	3.40	3.40	3.27	3.33	+0.07 ▲
4. Encourages an employee culture of continuous improvement to seek out better ways of doing things.	3.47	3.33	3.40	3.27	-0.13 ▼
5. Surveys customers on a daily basis.	3.00	3.20	3.13	3.21	+0.08 ▲
6. Holds regular Critical Incident interviews/meetings to reduce errors and losses.	3.40	3.13	3.07	3.47	+0.40 ▲
7. Enables employees to independently identify and implement improvements.	3.40	3.20	3.33	3.40	+0.07 ▲
8. Is proactive about reducing errors in production.	3.40	3.40	3.20	3.20	
9. Is always trying to improve things in the department.	3.53	3.40	3.60	3.27	-0.33 ▼

Attitude

Attitude is the mindset and behavioral approach individuals bring to the workplace, reflecting optimism, emotional steadiness, and sincere concern for others through respectful, gracious, and approachable interactions. It is expressed through traits such as excellence, accountability, humility, and pride—manifested in volunteerism, flexibility, risk-taking, and a commitment to helping others. A strong attitude fosters growth by embracing feedback, learning from mistakes, and honoring others' time, while cultivating trust, enthusiasm, and psychological safety. Ultimately, it sets the tone for a culture of collaboration and continuous improvement, where confidence, resilience, and care for both people and outcomes define every interaction.

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 (Strongly Disagree) to green (Strongly Agree).

Item	n	Avg	LOA	Strongly Disagree	Disagree	Agree	Strongly Agree
10. Stands by decisions when appropriate, demonstrating thoughtful risk-taking and ownership.	15	3.20	93.3	7%	67%	27%	
11. Accommodates differing work styles and needs when planning team interactions.	15	3.67	100.0	33%	67%		
12. Remains grounded without a need for grandstanding or theatrics to make an impact.	15	3.40	93.3	7%	47%	47%	
13. Models adaptability and proactive engagement.	15	3.13	86.7	13%	60%	27%	
14. Seeks out mentorship opportunities to support junior staff or onboard new employees.	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
10. Stands by decisions when appropriate, demonstrating thoughtful risk-taking and ownership.	3.33	3.47	3.27	3.20	-0.07 ▼
11. Accommodates differing work styles and needs when planning team interactions.	3.40	3.40	3.27	3.67	+0.40 ▲
12. Remains grounded without a need for grandstanding or theatrics to make an impact.	3.53	3.20	3.00	3.40	+0.40 ▲
13. Models adaptability and proactive engagement.	3.20	3.21	3.40	3.13	-0.27 ▼
14. Seeks out mentorship opportunities to support junior staff or onboard new employees.	3.20	3.13	3.00	3.47	+0.47 ▲

Management

Management is the disciplined practice of aligning people, resources, and strategy to achieve organizational goals through clear communication, timely feedback, and consistent accountability. It involves leading by example, empowering others to act with confidence, and coordinating team efforts to ensure progress, development, and high performance. Effective managers establish focus and direction, inspire commitment, and recognize contributions while managing time, projects, and strategic priorities with precision. They delegate thoughtfully, supervise with integrity, resolve conflicts constructively, and allocate resources responsively to sustain momentum and drive results.

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 (Strongly Disagree) to green (Strongly Agree).

Item	n	Avg	LOA	Strongly Disagree	Disagree	Agree	Strongly Agree
15. Supports employees in taking thoughtful risks and learning from outcomes, even when results are imperfect.	15	3.53	100.0			47%	53%
16. Links team efforts to mission-critical outcomes and long-term vision.	15	3.47	93.3	7%	40%		53%
17. Conducts performance evaluations that are timely, comprehensive, and aligned with role expectations.	15	2.93	73.3	27%		53%	20%
18. Encourages team members to take ownership of their work and hold each other accountable.	15	3.40	93.3	7%	47%		47%
19. Integrates diverse skill levels and opportunities for growth of employees to ensure cohesive and effective project implementation.	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
15. Supports employees in taking thoughtful risks and learning from outcomes, even when results are imperfect.	3.67	3.27	3.20	3.53	+0.33 ▲
16. Links team efforts to mission-critical outcomes and long-term vision.	3.33	3.00	3.07	3.47	+0.40 ▲
17. Conducts performance evaluations that are timely, comprehensive, and aligned with role expectations.	3.40	3.20	3.33	2.93	-0.40 ▼
18. Encourages team members to take ownership of their work and hold each other accountable.	3.47	3.53	3.20	3.40	+0.20 ▲
19. Integrates diverse skill levels and opportunities for growth of employees to ensure cohesive and effective project implementation.	3.13	2.87	3.53	3.53	

Performance

Maintains high level of 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 (Strongly Disagree) to green (Strongly Agree).

Item	n	Avg	LOA	Strongly Disagree	Disagree	Agree	Strongly Agree
20. Able to organize work.	15	3.47	100.0			53%	47%
21. Has great overall performance	15	3.00	80.0	20%		60%	20%
22. Sets a high standard for job performance.	15	3.53	100.0			47%	53%
23. Works well in this position.	15	3.13	86.7	13%		60%	27%
24. Effective in performing his/her job.	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	2023	2024	2025	2026	Change
20. Able to organize work.	3.40	3.20	2.87	3.47	+0.60 ▲
21. Has great overall performance	3.47	3.13	3.20	3.00	-0.20 ▼
22. Sets a high standard for job performance.	3.20	3.33	3.07	3.53	+0.47 ▲
23. Works well in this position.	3.20	3.47	3.27	3.13	-0.13 ▼
24. Effective in performing his/her job.	3.33	3.47	3.33	3.13	-0.20 ▼

Clarity

Is clear in written documents, public speaking, instructions, and performance evaluations.
Able to express ideas effectively.

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 (Strongly Disagree) to green (Strongly Agree).

Item	n	Avg	LOA	Strongly Disagree	Disagree	Agree	Strongly Agree
25. Avoids creating ambiguity or mixed messages.	15	3.07	86.7	13%	67%		20%
26. Adjusts communication methods to the needs of the audience.	15	3.20	93.3	7%	60%		33%
27. Communicates with clarity and efficiency.	15	3.40	93.3	7%	47%		47%
28. Maintains clarity in goals and objectives.	15	3.60	93.3	7%	27%	67%	
29. Uses appropriate grammar and tense in communications.	15	3.20	86.7	13%	53%		33%

Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration.

The direction of change is indicated by a colored triangle.

Item	2023	2024	2025	2026	Change
25. Avoids creating ambiguity or mixed messages.	3.27	3.33	3.27	3.07	-0.20 ▼
26. Adjusts communication methods to the needs of the audience.	3.53	3.33	3.33	3.20	-0.13 ▼
27. Communicates with clarity and efficiency.	3.20	3.33	2.93	3.40	+0.47 ▲
28. Maintains clarity in goals and objectives.	3.33	3.13	3.40	3.60	+0.20 ▲
29. Uses appropriate grammar and tense in communications.	3.21	3.20	3.20	3.20	

Collaboration

Collaboration is the process of fostering open communication, building trust-based relationships, and promoting a cooperative environment where information is shared freely and all team members contribute to shared goals. It involves active participation, consensus-building, and shared decision-making, ensuring diverse perspectives are valued while addressing challenges through teamwork and problem-solving. Strong collaboration is rooted in mutual respect, commitment, and the effective use of digital tools to enhance efficiency, minimize misunderstandings, and create a culture of transparency and innovation.

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 (Strongly Disagree) to green (Strongly Agree).

Item	n	Avg	LOA	Strongly Disagree	Disagree	Agree	Strongly Agree
30. Gives consideration to the innovative ideas presented by others.	14	3.00	92.9	7%	79%		14%
31. Creates an environment where team members feel safe to express their ideas and concerns without fear of judgment.	15	3.33	93.3	7%	53%		40%
32. Encourages teammates to settle their differences and work together.	14	3.29	100.0		71%		29%
33. Encourages team members to offer opinions and ideas.	15	3.27	100.0		73%		27%
34. Integrates technology to boost collaborative work on process and policy documentation.	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	2023	2024	2025	2026	Change
30. Gives consideration to the innovative ideas presented by others.	2.87	3.27	3.07	3.00	-0.07 ▼
31. Creates an environment where team members feel safe to express their ideas and concerns without fear of judgment.	3.13	3.07	3.47	3.33	-0.13 ▼
32. Encourages teammates to settle their differences and work together.	3.40	3.07	3.60	3.29	-0.31 ▼
33. Encourages team members to offer opinions and ideas.	3.07	3.33	3.33	3.27	-0.07 ▼
34. Integrates technology to boost collaborative work on process and policy documentation.	3.33	3.00	3.53	3.47	-0.07 ▼