



Feedback Results
Your CompanyName Here
2026

Sample Employee

Results Generated by HR-Survey

April 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.

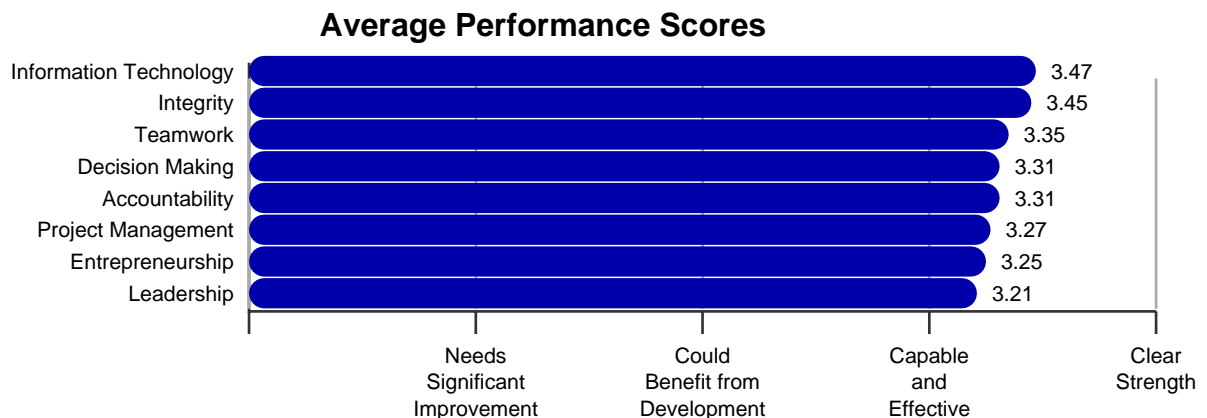
What to Do with Your Feedback

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

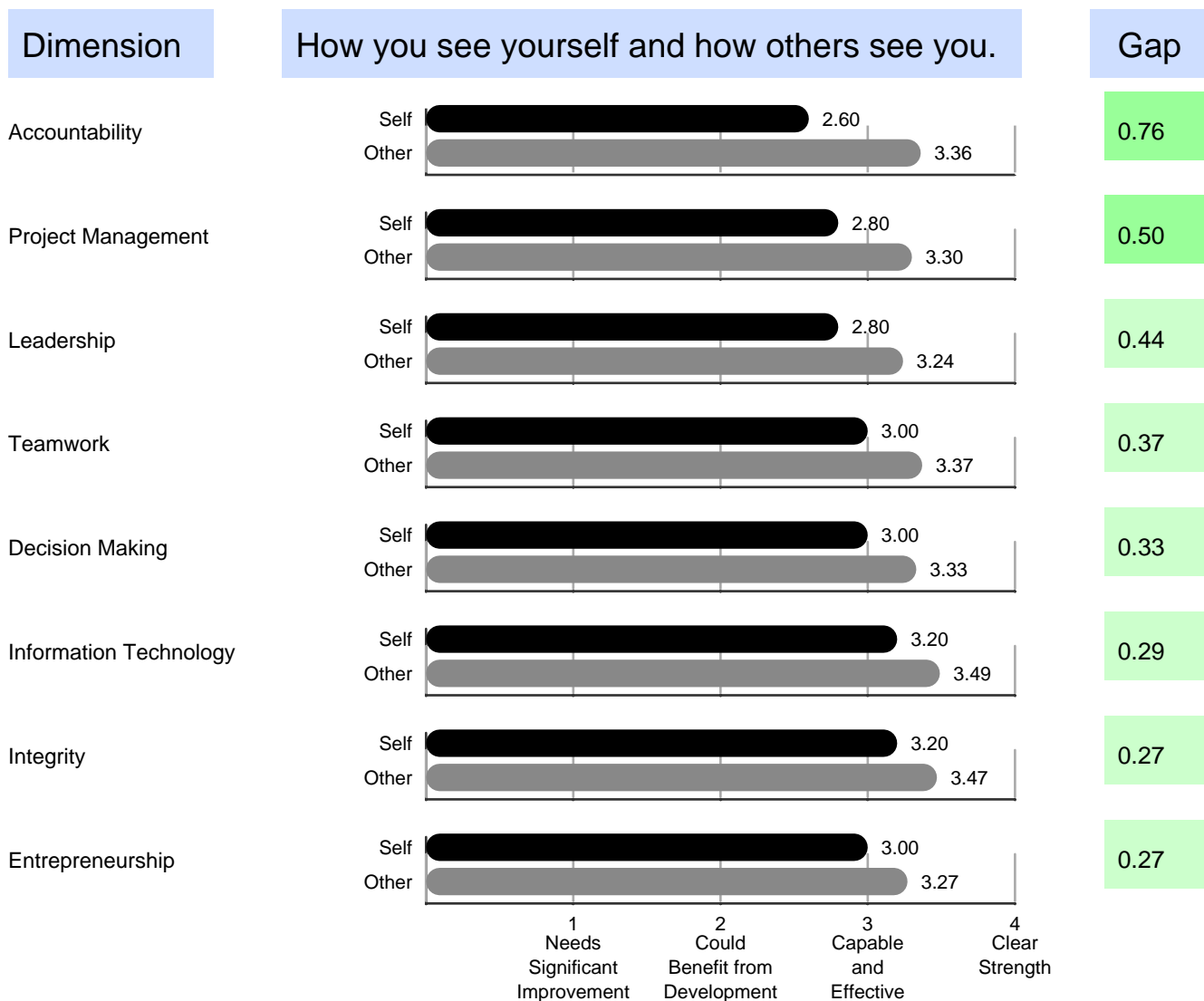
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 8 major dimensions of leadership.

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.



Information Technology

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 (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
1. Identify inefficiencies and propose enhancements to workflows, tools, or architecture.	15	3.20	93.3	7%	67%		27%
2. Develops appropriate risk response strategies.	15	3.87	100.0	13%		87%	
3. Produces clear technical documentation, diagrams, and handoff materials.	15	3.33	93.3	7%	53%		40%
4. Reviews incident data to identify systemic issues.	15	3.60	93.3	7%	27%	67%	
5. Implements improved operational methods and system-support protocols that increase efficiency and strengthen service delivery.	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. Identify inefficiencies and propose enhancements to workflows, tools, or architecture.	3.29	3.20	-0.09 ▼
2. Develops appropriate risk response strategies.	3.65	3.87	+0.22 ▲
3. Produces clear technical documentation, diagrams, and handoff materials.	3.18	3.33	+0.16 ▲
4. Reviews incident data to identify systemic issues.	3.41	3.60	+0.19 ▲
5. Implements improved operational methods and system-support protocols that increase efficiency and strengthen service delivery.	3.24	3.33	+0.10 ▲

Comments:

- She makes it very clear what the expectations are and the goals stay consistent. If there is a change in focus, the reason for the change in focus or priority is clearly explained and is not done on a whim. Changes are thought out and logical.
- It's also nice to hear when we are doing a good job and she does that frequently, making sure that we feel like we are a valued member of the team.
- Great year of growth!
- She has used her Core Competency learnings this well this year, and is an inspiration for others to adapt to the Organizational Competency ideals.
- ___ has an incredible vision for our organization's strategy and improvement efforts.
- I believe ___ sets the bar for collaborative work and demonstrating team building. She is an exceptional peer and one who I enjoy working with.

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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
6. Works cooperatively with others to solve problems.	15	3.20	93.3	7%	60%	33%	
7. Creates a climate that encourages team participation.	15	3.20	86.7	13%	53%	33%	
8. Willingly share their technical expertise	15	3.40	93.3	7%	47%	47%	
9. Coaches team on how to solve problems, plan, and meet organizational goals and objectives.	15	3.47	93.3	7%	40%	53%	
10. Supports open communication between team members.	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. Works cooperatively with others to solve problems.	3.24	3.20	-0.04 ▼
7. Creates a climate that encourages team participation.	3.41	3.20	-0.21 ▼
8. Willingly share their technical expertise	3.24	3.40	+0.16 ▲
9. Coaches team on how to solve problems, plan, and meet organizational goals and objectives.	3.18	3.47	+0.29 ▲
10. Supports open communication between team members.	3.35	3.47	+0.11 ▲

Comments:

- I truly appreciate ___'s knowledge, her professionalism, and her reliability.
- ___ has been a strong leader at [CompanyName] for many years, and she will be missed.
- We have a very strong team in finance. There has been significant turnover but the efforts ___ and I have put into staff engagement have been significant. These should be weaved into our evaluations.
- ___ works to keep up but a lot of new concepts.
- She leads by example.
- I trust that I can go to her in confidence and she will really listen to what I am saying.

Project 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 Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
11. Procures the resources necessary to complete the project.	15	3.53	100.0	47%	53%		
12. Inspires the project implementation team to achieve success.	15	3.27	100.0	73%	27%		
13. Has detailed knowledge about the project and can adapt the project plan as needed.	15	3.33	100.0	67%	33%		
14. Organizes, plans, and directs resources to accomplish the goals and objectives.	15	3.13	86.7	13%	60%	27%	
15. Identifies potential risks that could pose challenges to the project timeline.	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. Procures the resources necessary to complete the project.	3.47	3.53	+0.06 ▲
12. Inspires the project implementation team to achieve success.	3.47	3.27	-0.20 ▼
13. Has detailed knowledge about the project and can adapt the project plan as needed.	3.35	3.33	-0.02 ▼
14. Organizes, plans, and directs resources to accomplish the goals and objectives.	3.18	3.13	-0.04 ▼
15. Identifies potential risks that could pose challenges to the project timeline.	3.00	3.07	+0.07 ▲

Comments:

- When in meetings in ___'s division, it is obvious that she has spent time on setting clear expectations, understanding her staff, and ensuring their is a good fit between roles and strengths. Her jobs centers on effective collaboration and communication with others and she models these attributes.
- She is very astute, proactive in problem solving, and a great team member.
- She not only takes opportunities to develop herself professionally, but also supports her staff's development, too.
- ___ is a rock amongst the management at [CompanyName].
- I appreciate that my leader keeps her focus on the customer while displaying two invaluable traits for an executive leader: courage and conviction.
- Whenever I go to ___ with a question, problem, or something that isn't working right, she acts on it immediately - not in a day, a week, or whenever.

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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
16. Explores multiple viable options before committing to a course of action.	15	3.40	93.3	7%	47%	47%	
17. Integrates environmental factors that may restrict or shape decision outcomes.	15	3.27	93.3	7%	60%	33%	
18. Understands how their decisions will affect others.	14	3.00	92.9	7%	79%	14%	
19. Remains focused on the immediate goal when making decisions.	15	3.47	100.0		53%	47%	
20. Is open and flexible to using tools to objectively assess and rank alternatives based on weighted criteria.	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. Explores multiple viable options before committing to a course of action.	3.65	3.40	-0.25 ▼
17. Integrates environmental factors that may restrict or shape decision outcomes.	3.47	3.27	-0.20 ▼
18. Understands how their decisions will affect others.	3.12	3.00	-0.12 ▼
19. Remains focused on the immediate goal when making decisions.	3.59	3.47	-0.12 ▼
20. Is open and flexible to using tools to objectively assess and rank alternatives based on weighted criteria.	3.29	3.40	+0.11 ▲

Comments:

- The role of interim director is new to ___ and since she is still learning that, it impacts her ability to make sound judgements in her daily work.
- Appreciate ___'s willingness to participate on leadership in expanding research activity.
- ___ is an excellent leader, sensitive, kind, compassionate, friendly and professional.
- ___ demonstrates respect, a calm personality and technical expertise that make her a role model for others in the organization.
- She has a way to make you always want to do better and be better. She has always been a very strong leader for the company.
- She is passionate about providing the services necessary to meet the needs of our organization.

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 Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
21. Holds employees accountable for their participation in solving department problems and issues.	15	3.53	100.0	47%	53%		
22. Is someone you can trust.	15	3.00	80.0	20%	60%	20%	
23. Consistently exhibits professionalism in interactions with employees.	15	2.87	80.0	20%	73%	7%	
24. Is prepared and on time for meetings and scheduled events.	15	3.47	100.0	53%	47%		
25. Is personally invested in the success of the organization.	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. Holds employees accountable for their participation in solving department problems and issues.	3.35	3.53	+0.18 ▲
22. Is someone you can trust.	3.00	3.00	
23. Consistently exhibits professionalism in interactions with employees.	2.88	2.87	-0.02 ▼
24. Is prepared and on time for meetings and scheduled events.	3.00	3.47	+0.47 ▲
25. Is personally invested in the success of the organization.	3.76	3.67	-0.10 ▼

Comments:

- ___ has also attended many off-site events to show her support to department staff.
- She handles situations in a calm, collective manner, and researches a situation before making a decision.
- ___ is such an inspiration and role model to me, I feel empowered by her to make sound decisions.
- The department director should have the authority to lead the team toward the vision laid out by the VP.
- You can count on ___ to be honest and stay true to commitments.
- ___ is one of the most thoughtful and thought provoking leaders that I encounter in this organization.

Integrity

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 (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
26. Consistently adheres to ethical principles and making decisions based on what is morally right, rather than opting for shortcuts or dishonest practices.	15	3.40	93.3	7%	47%	47%	
27. Shows respect for individuals by addressing any concerns or feedback directly with them rather than discussing them behind their backs.	15	3.33	93.3	7%	53%	40%	
28. Makes decisions that are based on core principles and not on individual circumstances.	15	3.53	100.0		47%	53%	
29. Willing to make a public apology if a data breach occurs.	15	3.67	100.0		33%	67%	
30. Adheres to ethical principles and keeps promises.	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. Consistently adheres to ethical principles and making decisions based on what is morally right, rather than opting for shortcuts or dishonest practices.	3.53	3.40	-0.13 ▼
27. Shows respect for individuals by addressing any concerns or feedback directly with them rather than discussing them behind their backs.	3.12	3.33	+0.22 ▲
28. Makes decisions that are based on core principles and not on individual circumstances.	3.41	3.53	+0.12 ▲
29. Willing to make a public apology if a data breach occurs.	3.59	3.67	+0.08 ▲
30. Adheres to ethical principles and keeps promises.	3.41	3.33	-0.08 ▼

Comments:

- ___ is a strong advocate for both the customer and staff.
- ___ is a definite asset to the organization. She is a creative thinker and a strong leader.
- ___ tends to hold things tight. I would like to see her allow staff more participation and use their knowledge as a resource. Not only would this free up some of her time but encourage staff growth.
- ___ is a good leader because she gives examples through her own behavior.
- ___ is a hands on leader in our program.
- ___ is a very solid manager who meets or exceeds expectations of her role.

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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
31. Creates an environment where feedback is normalized and welcomed, not feared.	15	3.20	86.7	13%	53%	33%	
32. Recognizes and rewards employee contributions to the team effort.	15	3.40	100.0		60%	40%	
33. Guides and mentors others as they proceed throughout their decision-making process.	15	3.20	86.7	13%	53%	33%	
34. Provides individual coaching for employees as needed.	15	3.27	93.3	7%	60%	33%	
35. Is always honest with employees.	15	3.00	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
31. Creates an environment where feedback is normalized and welcomed, not feared.	3.18	3.20	+0.02 ▲
32. Recognizes and rewards employee contributions to the team effort.	3.35	3.40	+0.05 ▲
33. Guides and mentors others as they proceed throughout their decision-making process.	3.18	3.20	+0.02 ▲
34. Provides individual coaching for employees as needed.	2.88	3.27	+0.38 ▲
35. Is always honest with employees.	3.18	3.00	-0.18 ▼

Comments:

- At times I feel that ___ presents things in meetings that she's not well versed in. I would encourage her to be very familiar with the items she's presenting as her credibility, at times, suffers when she attempts to address something in meetings in her area that she's not well versed in.
- ___ is very cognizant of areas for improvement. She has made a huge impact on how the department functions.
- ___ is very approachable for all departmental staff. She maintains a professional yet personable attitude at all times.
- ___ demonstrates her passion of taking great care of the customers and focuses her team to ensure they are demonstrating excellent customer service.
- ___ has been a strong leader at [CompanyName] for many years, and she will be missed.
- I really enjoy her mentorship.

Entrepreneurship

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 (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
36. Willing to cross-lines that others would not cross.	15	3.20	93.3	7%	67%		27%
37. Creates an environment where people feel safe raising concerns or offering input.	15	3.27	93.3	7%	60%		33%
38. Identifies and develops new products and services that advance the department's strategic direction.	15	3.27	86.7	13%	47%		40%
39. Identifies ways to improve processes, products, or customer experiences.	15	3.13	86.7	13%	60%		27%
40. Has clarity of purpose in their actions.	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. Willing to cross-lines that others would not cross.	3.18	3.20	+0.02 ▲
37. Creates an environment where people feel safe raising concerns or offering input.	3.35	3.27	-0.09 ▼
38. Identifies and develops new products and services that advance the department's strategic direction.	3.24	3.27	+0.03 ▲
39. Identifies ways to improve processes, products, or customer experiences.	3.59	3.13	-0.45 ▼
40. Has clarity of purpose in their actions.	3.29	3.40	+0.11 ▲

Comments:

- Care should be taken to ensure decisions are not made in a conference room about work done by your 'frontline' staff. There have been several occasions where decisions regarding process changes were made (and implemented) without involving the staff actually doing the work in the decision making process.
- She encourages each staff member to understand each other and to work together in a very positive manner.
- Isn't afraid to ask the tough questions to get people to think outside of their box.
- Has the experience needed.
- As a co-worker in [CompanyName] I recognize the challenges in being an effective leader.
- She continually strives for excellence regardless of her role, task at hand, or project she is leading or participating on.

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?

- I know that ___ cares about me as a total individual not just as a professional.
- ___'s daily approach to work demonstrates a high level of professionalism and commitment to evidence-based practice and research.
- ___ does a great job investigating an issue thinking it through before she takes action.
- ___ is a great leader to have in our department, she helps us grow and encourages us to be better at everything we do.
- This year ___ was responsible for hiring the line staff. Throughout this process she engaged her management team, staff and team members to ensure the right candidate was picked.
- She inspires others by the manner in which she does her work and engages others.

What do you like best about working with this individual?

- ___ has continued to have some bumps this year along the lines of teamwork and collaboration.
- ___ is a wonderful team member. . .has the gift of empathy and encouragement. She has a can do attitude when faced with projects/issues.
- She also has always been thankful for any help that I have given her.
- ___ works very well with other departments.
- Understanding that the progress towards a more definitive house supervisor does take time, I would like to see a more proactive approach in allowing the department to make decisions.
- She cares deeply about the engagement of her staff and has concern for those in need.

What do you like least about working with this individual?

- I feel safe and comfortable going to her for any reason. I am very glad to have her for a Director, and also as a partner and teammate.
- I do believe that when change is initiated by her that more forethought on the potential consequences could be given. Like any group of people, staff are sensitive to change especially when they perceive the change as being for the sake of change.
- ___ has demonstrated organization, open mindedness, work toward team building, respect and appreciation in her new role. I am unable to evaluate some questions as we have a limited period of working together.
- She has inspired a new meaning of professionalism in the time she has spent here and can be counted on to advocate for the profession in all she says and does.
- ___ is so attentive to the needs of our department and to the needs of individuals.
- It is often difficult to contact ___ and email communication may take a long period for a reply.

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

- As mentioned above, good collaboration.
- I have appreciated ___'s approach to team work. Close collaborative work between managers is needed to provide high quality to customers.
- We are lucky to have her here at [CompanyName].
- ___ is an amazing manager to work under. She has taught me a ton on how to be an associate manager this past year.
- ___ is a high performer, yet she is also self-aware, and is constantly challenging herself and her coworkers to improve.
- I think ___ has improved in her communication style and leadership style. Where I would suggest improvement is she 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.

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

- ___ handles every situation in a professional manner and she responds promptly to requests.
- She is also very enthusiastic and energetic.
- Have improved on delegating to others to accomplish growth and goal attainment. Others are responsible for chairing meetings with support for difficult issues. Have begun focus and educational leadership meeting components to promote growth of that team.
- ___ is a great resource for the organization. She is very approachable and has many years of experience to offer the many [CompanyName] departments she works with. I am on a committee that she runs and she is an excellent meeting facilitator.
- ___ has been very helpful to me as a new manager this year.
- ___ conducts herself with a high level of integrity and respects honesty and integrity in the people she works with.

Any final comments?

- One of the best supervisors that I have had.
- she understands where our opportunities for savings in the employee benefits plan may be.
- She is a dedicated person who inspires excellence in both staff and customer service.
- Her skills, commitment, integrity and overall management style is something I have admired since I have worked here.
- She encourages staff skill development and input to improve department processes
- ___ is the consummate professional and pleasure to work with.