

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 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.

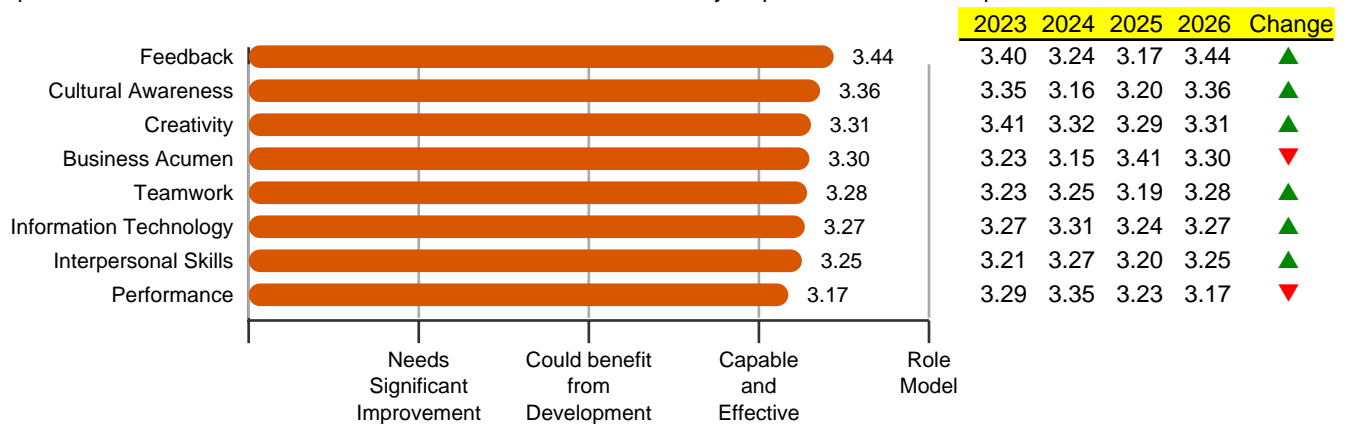
What to Do with Your Feedback

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

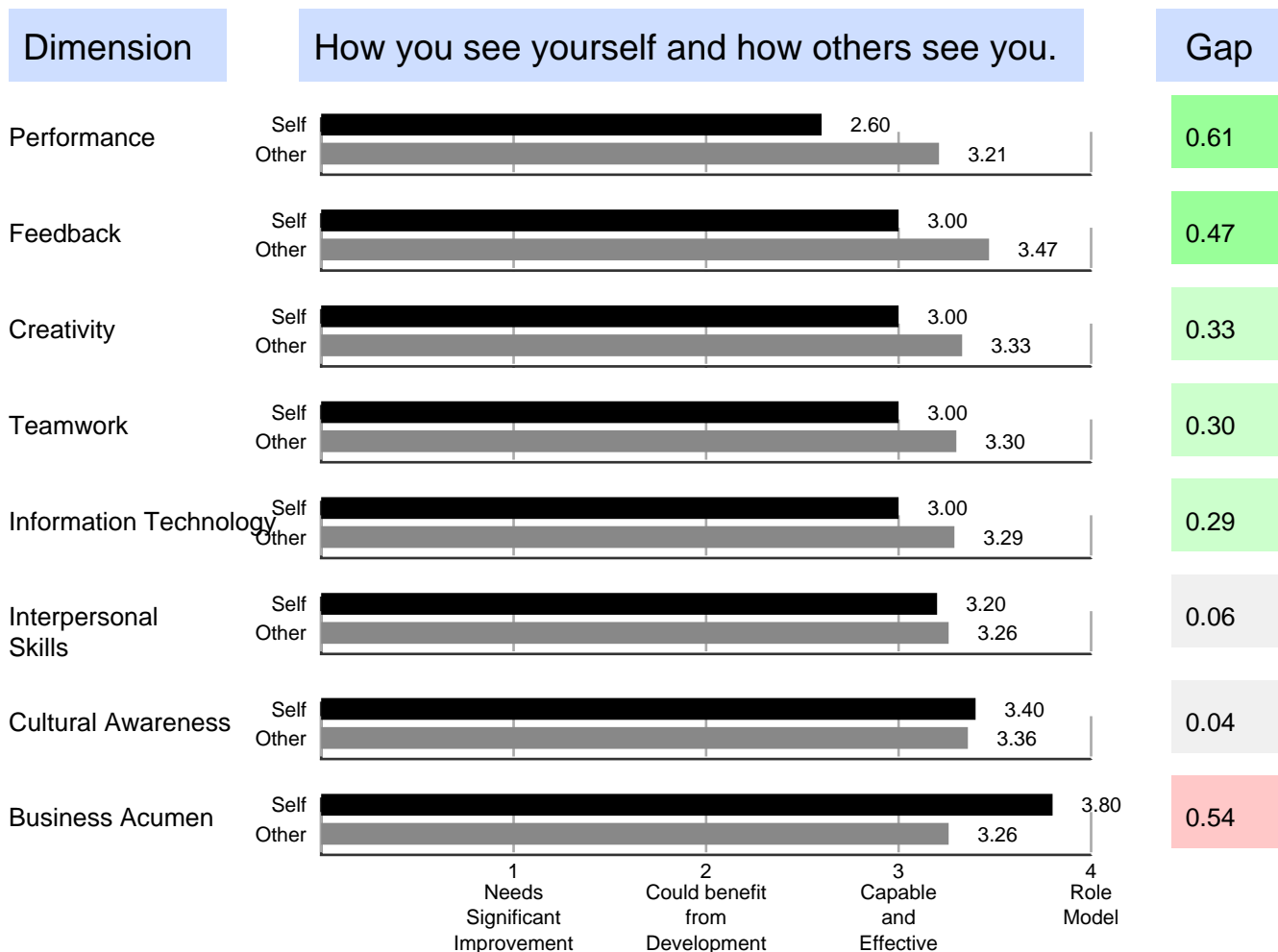
In this feedback process, the questionnaire items prompted respondents to evaluate specific behaviors and competencies recognized by COMPANY's present leaders. These behaviors and competencies are categorized into 8 principal dimensions of leadership.

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.



Information Technology

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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. Manages data integration across platforms to ensure consistent, high-quality information for operational and strategic use.	15	3.20	86.7	13%	53%	33%	
2. Writes clean, efficient, well-structured code using appropriate languages, frameworks, and tools.	15	3.33	100.0		67%	33%	
3. Knows how to conduct risk severity level assessments.	15	3.33	93.3	7%	53%	40%	
4. Translates business needs into clear, actionable technical requirements.	15	3.27	93.3	7%	60%	33%	
5. Reviews incident data to identify systemic issues.	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. Manages data integration across platforms to ensure consistent, high-quality information for operational and strategic use.	3.20	3.20	3.00	3.20	+0.20 ▲
2. Writes clean, efficient, well-structured code using appropriate languages, frameworks, and tools.	3.27	3.40	3.40	3.33	-0.07 ▼
3. Knows how to conduct risk severity level assessments.	3.40	3.40	3.27	3.33	+0.07 ▲
4. Translates business needs into clear, actionable technical requirements.	3.47	3.33	3.40	3.27	-0.13 ▼
5. Reviews incident data to identify systemic issues.	3.00	3.20	3.13	3.21	+0.08 ▲

Creativity

Creativity is the ability to generate original, valuable ideas by drawing on reflection, imagination, and continuous learning. It thrives in environments that are supportive, open to diverse perspectives, and structured to stimulate exploration, risk-taking, and thoughtful contemplation. Creative leaders not only develop their own ideas but also cultivate the creative potential of others through collaboration, inspiration, and cross-functional networking. True creativity adds value by producing innovative, unique solutions that are implemented, evaluated, and refined to solve real problems and drive 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
6. My department implements my creative ideas.	15	3.47	100.0		53%	47%	
7. Invites others to dream bigger and think differently.	15	3.40	93.3	7%	47%	47%	
8. Uses creativity to streamline workflows and reduce friction.	15	3.20	86.7	13%	53%	33%	
9. Creates an environment that supports creativity and innovation.	15	3.27	86.7	13%	47%	40%	
10. Finds creative ways to meet the needs of patients.	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. My department implements my creative ideas.	3.40	3.13	3.07	3.47	+0.40 ▲
7. Invites others to dream bigger and think differently.	3.40	3.20	3.33	3.40	+0.07 ▲
8. Uses creativity to streamline workflows and reduce friction.	3.40	3.40	3.20	3.20	
9. Creates an environment that supports creativity and innovation.	3.53	3.40	3.60	3.27	-0.33 ▼
10. Finds creative ways to meet the needs of patients.	3.33	3.47	3.27	3.20	-0.07 ▼

Feedback

Feedback is a purposeful and respectful exchange that is specific, constructive, and focused on improving performance through clear expectations, observable behaviors, and actionable guidance. It is delivered in a timely, balanced, and fair manner--acknowledging both strengths and areas for growth while aligning with the recipient's role and goals. A strong feedback culture encourages individuals to actively seek, welcome, and clarify input from diverse and trusted sources, fostering openness, self-awareness, and continuous learning. Effective feedback is supported by coaching, training, and a conducive environment, and is managed with integrity to ensure it leads to reflection, accountability, and meaningful progress.

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. Breaks down the feedback into manageable components, to help employees better understand the actions needed to improve.	15	3.67	100.0	33%	67%		
12. Seeks feedback to enhance performance.	15	3.40	93.3	7%	47%	47%	
13. Uses feedback as a catalyst for development, aligning suggestions with role expectations and organizational goals.	15	3.13	86.7	13%	60%	27%	
14. Accepts the views of others.	15	3.47	100.0	53%	47%		
15. Proactively gathers and integrates feedback from diverse sources.	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. Breaks down the feedback into manageable components, to help employees better understand the actions needed to improve.	3.40	3.40	3.27	3.67	+0.40 ▲
12. Seeks feedback to enhance performance.	3.53	3.20	3.00	3.40	+0.40 ▲
13. Uses feedback as a catalyst for development, aligning suggestions with role expectations and organizational goals.	3.20	3.21	3.40	3.13	-0.27 ▼
14. Accepts the views of others.	3.20	3.13	3.00	3.47	+0.47 ▲
15. Proactively gathers and integrates feedback from diverse sources.	3.67	3.27	3.20	3.53	+0.33 ▲

Cultural Awareness

Cultural Awareness is the ability to recognize and reflect on one's own cultural perspectives and biases while remaining open to the unique views and traditions of others. It involves showing sensitivity by honoring cultural milestones, adapting communication respectfully, and addressing individual needs with care and empathy. Culturally aware individuals foster inclusion by listening without judgment, promoting mutual respect, and encouraging recognition of diverse voices across teams. They continuously learn, advocate for equity, and model humility and integrity; helping build safe, collaborative environments where cultural differences are valued as strengths.

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. Creates safe spaces for employees to share cultural perspectives and experiences.	15	3.47	93.3	7%	40%	53%	
17. Effective in working with individuals with a variety of cultural backgrounds.	15	2.93	73.3	27%	53%		20%
18. Helps other employees to become more culturally sensitive.	15	3.40	93.3	7%	47%	47%	
19. Acknowledges their own biases in cultural interactions.	15	3.53	100.0		47%	53%	
20. Seeks out opportunities to learn about different cultures and integrates that knowledge into leadership practices.	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. Creates safe spaces for employees to share cultural perspectives and experiences.	3.33	3.00	3.07	3.47	+0.40 ▲
17. Effective in working with individuals with a variety of cultural backgrounds.	3.40	3.20	3.33	2.93	-0.40 ▼
18. Helps other employees to become more culturally sensitive.	3.47	3.53	3.20	3.40	+0.20 ▲
19. Acknowledges their own biases in cultural interactions.	3.13	2.87	3.53	3.53	
20. Seeks out opportunities to learn about different cultures and integrates that knowledge into leadership practices.	3.40	3.20	2.87	3.47	+0.60 ▲

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 (Needs Significant Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
21. ...Overall Performance	15	3.00	80.0	20%	60%	20%	
22. ...Produce Quality	15	3.53	100.0	47%	53%		
23. Sets a high standard for job performance.	15	3.13	86.7	13%	60%	27%	
24. Able to organize work.	15	3.13	80.0	7% 13%	40%	40%	
25. Has great overall performance	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. ...Overall Performance	3.47	3.13	3.20	3.00	-0.20 ▼
22. ...Produce Quality	3.20	3.33	3.07	3.53	+0.47 ▲
23. Sets a high standard for job performance.	3.20	3.47	3.27	3.13	-0.13 ▼
24. Able to organize work.	3.33	3.47	3.33	3.13	-0.20 ▼
25. Has great overall performance	3.27	3.33	3.27	3.07	-0.20 ▼

Teamwork

Teamwork is the ability to communicate openly, listen actively, and build strong interpersonal relationships that value diverse perspectives and foster a collaborative, inclusive environment. It involves contributing to shared decisionmaking, adapting to changing team dynamics, and modeling the behaviors (participation, reliability, fairness, and professionalism) that strengthen trust and cohesion. Effective Teamwork also includes coaching and supporting others, recognizing contributions, and creating teambuilding structures that reinforce collective effort and high performance. Ultimately, it reflects a commitment to working well with others, sharing responsibility, and creating a climate where every team member feels respected, motivated, and aligned toward common goals.

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. Listens carefully to other team members.	15	3.20	93.3	7%	60%		33%
27. Demonstrates unwavering persistence during challenging projects.	15	3.40	93.3	7%	47%		47%
28. Takes the time to listen to the team's ideas.	15	3.60	93.3	7%	27%	67%	
29. Inspires team members to invest their abilities in advancing team priorities.	15	3.20	86.7	13%	53%		33%
30. Demonstrates an understanding of other team member's viewpoints.	14	3.00	92.9	7%	79%		14%

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
26. Listens carefully to other team members.	3.53	3.33	3.33	3.20	-0.13 ▼
27. Demonstrates unwavering persistence during challenging projects.	3.20	3.33	2.93	3.40	+0.47 ▲
28. Takes the time to listen to the team's ideas.	3.33	3.13	3.40	3.60	+0.20 ▲
29. Inspires team members to invest their abilities in advancing team priorities.	3.21	3.20	3.20	3.20	
30. Demonstrates an understanding of other team member's viewpoints.	2.87	3.27	3.07	3.00	-0.07 ▼

Business Acumen

Business Acumen means understanding the business enterprise; gathering business information; thinking strategically; working efficiently; forward thinking; leadership and influence; understanding the mission and vision; sharing information; being impactful; working toward and supporting the customer; having financial literacy; managing risk; analytical; managing change; awareness of the market; and having regulatory knowledge.

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. Effectively develops and uses resources (people, time, money, supplies, equipment, and space) to improve organizational performance	15	3.33	93.3	7%	53%	40%	
32. Understands and applies business and financial principles.	14	3.29	100.0		71%	29%	
33. Creates unique strategies that impact the Company.	15	3.27	100.0		73%	27%	
34. Able to align resources to meet the business needs of the company.	15	3.47	93.3	7%	40%	53%	
35. Converses with customers and clients to get a better insight into their business needs.	15	3.13	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	2023	2024	2025	2026	Change
31. Effectively develops and uses resources (people, time, money, supplies, equipment, and space) to improve organizational performance	3.13	3.07	3.47	3.33	-0.13 ▼
32. Understands and applies business and financial principles.	3.40	3.07	3.60	3.29	-0.31 ▼
33. Creates unique strategies that impact the Company.	3.07	3.33	3.33	3.27	-0.07 ▼
34. Able to align resources to meet the business needs of the company.	3.33	3.00	3.53	3.47	-0.07 ▼
35. Converses with customers and clients to get a better insight into their business needs.	3.20	3.27	3.13	3.13	

Interpersonal Skills

Interpersonal skills encompass the ability to communicate effectively, actively listen, and foster meaningful relationships built on trust, respect, and empathy. Strong interpersonal skills allow individuals to mediate conflicts, provide constructive feedback, and adapt leadership styles to meet diverse team needs while appreciating the efforts of colleagues. By demonstrating honesty, responsiveness, and inclusivity, individuals become role models who contribute to a collaborative, ethical, and high-performing workplace culture.

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. Is a highly respected individual in the company.	15	3.20	93.3	7%	67%		27%
37. Appreciates the extra efforts made by coworkers.	15	3.33	93.3	7%	53%		40%
38. Anticipates the concerns of other employees.	15	3.07	86.7	13%	67%		20%
39. Communicates initiatives in a clear and actionable manner to employees.	15	3.33	100.0		67%		33%
40. Attends to both the content and the context of what was being said.	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	2023	2024	2025	2026	Change
36. Is a highly respected individual in the company.	3.53	3.20	3.33	3.20	-0.13 ▼
37. Appreciates the extra efforts made by coworkers.	3.20	3.27	3.07	3.33	+0.26 ▲
38. Anticipates the concerns of other employees.	3.13	3.40	3.33	3.07	-0.27 ▼
39. Communicates initiatives in a clear and actionable manner to employees.	3.20	3.27	3.00	3.33	+0.33 ▲
40. Attends to both the content and the context of what was being said.	3.00	3.20	3.27	3.33	+0.07 ▲