



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.

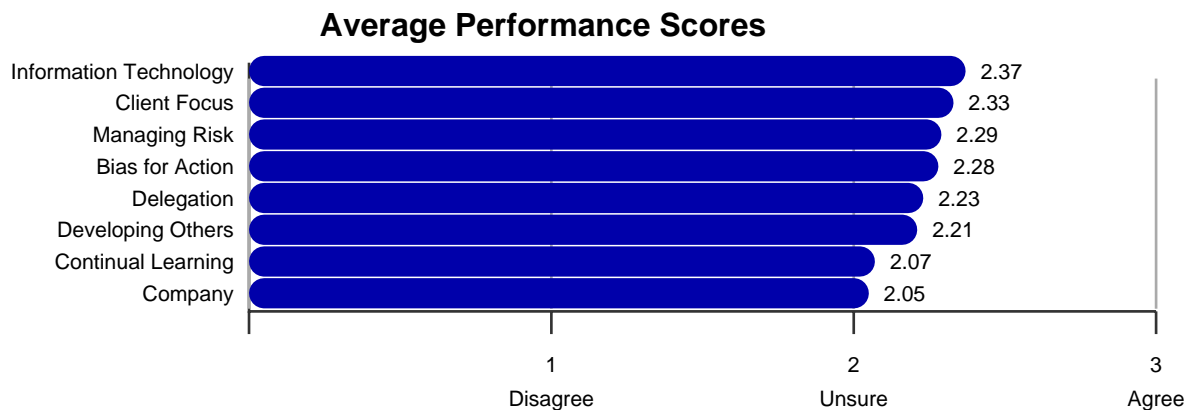
What to Do with Your Feedback

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

Definition:

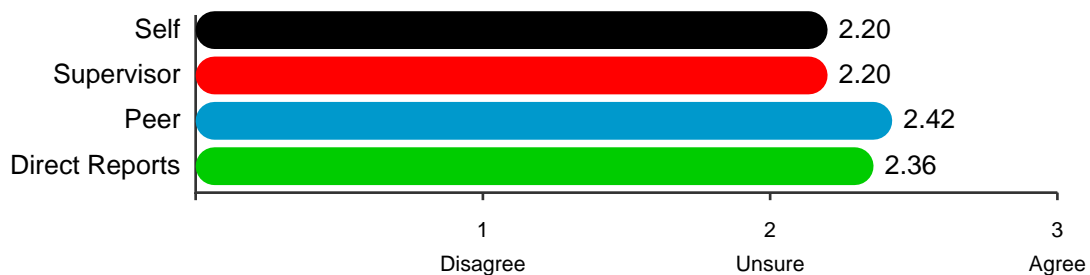
D Information Technology D

Why this is Important:

This is a critical skill set for achieving success in business by allowing you to provide solutions that are tailored to their specific challenges. This proactive approach can lead to increased customer and employee satisfaction and loyalty. This fosters a positive work environment allowing employees to feel more secure and valued in the organization.

Summary Scores:

The summary scores shown here are an average of each of the items in this competency.



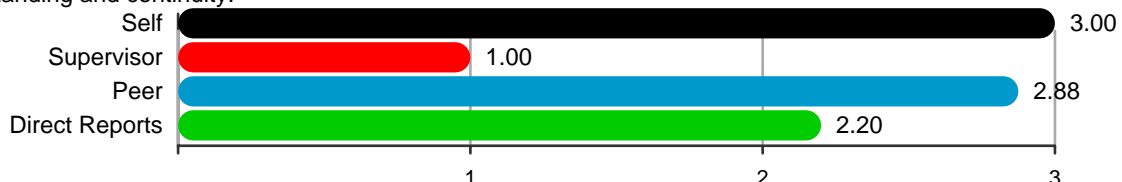
Scores on Each Item:

The scores for each of the items in this competency are shown below.

1. Ensures development practices align with security, data governance, and regulatory requirements.



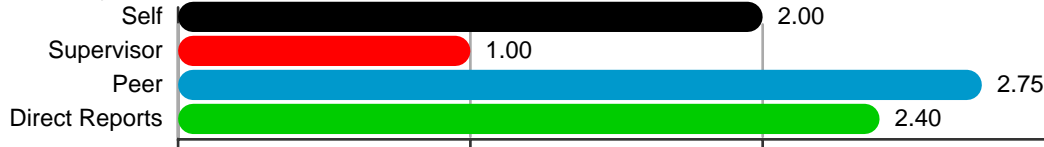
2. Delivers reliable IT services and maintains clear documentation and knowledge-sharing practices that strengthen organizational understanding and continuity.



3. Continually evaluates and adjusts IT resources to stay aligned with changing operational needs.



4. Listens attentively to understand user issues and context.



5. Collaborates with security, compliance, and audit teams to validate that technical controls align with organizational governance frameworks and external regulatory standards.



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 (Disagree) to green (Agree).

Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
1. Ensures development practices align with security, data governance, and regulatory requirements.	15	2.27	33.3	7%	60%	33%
2. Delivers reliable IT services and maintains clear documentation and knowledge-sharing practices that strengthen organizational understanding and continuity.	15	2.53	73.3	20%	7%	73%
3. Continually evaluates and adjusts IT resources to stay aligned with changing operational needs.	15	2.33	40.0	7%	53%	40%
4. Listens attentively to understand user issues and context.	15	2.47	53.3	7%	40%	53%
5. Collaborates with security, compliance, and audit teams to validate that technical controls align with organizational governance frameworks and external regulatory standards.	15	2.27	40.0	13%	47%	40%

Comments:

- This past year we have gone through many changes and some difficult situations and she is always here to support us as a department.
- There are two items above that will be part of my goals for the coming year.
- ___ is a great leader and supports her staff.
- She has created an environment that promotes self-improvement and high expectations, which is demonstrated by the quality of work we do at [CompanyName]. At the same time, she seems to be able to keep our unit in the financial green.
- I think that ___ is making good strides in setting expectations through clear communication.

- Positive energy and a team player.

Bias for Action

Definition:

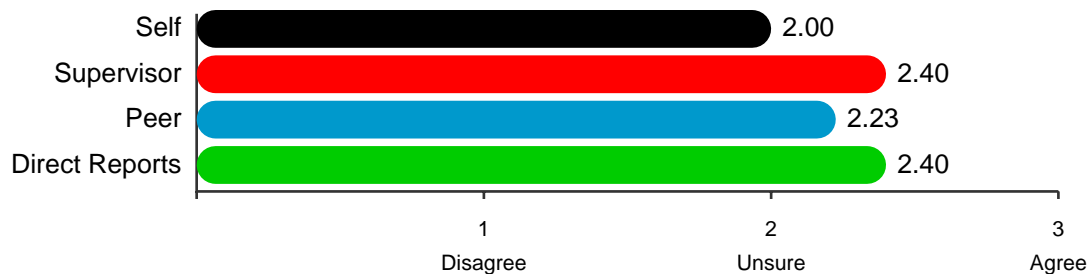
Bias for Action is the proactive tendency to take initiative, make timely decisions, and prioritize progress without waiting for external prompts. It embodies qualities such as ambition, drive, and resilience, while relying on focus, organization, and a goal-oriented mindset to ensure productivity and continual improvement. This competency reflects a self-starter attitude, balancing decisiveness and diligence with the ability to adapt and overcome challenges responsibly and reliably.

Why this is Important:

"Bias for Action" is vital in business because it fosters a culture of proactivity and responsiveness, enabling teams to seize opportunities and address challenges swiftly. It drives productivity, innovation, and continual improvement, ensuring that tasks are completed efficiently while maintaining focus on long-term goals. By embodying qualities such as decisiveness, resilience, and reliability, individuals with a Bias for Action inspire confidence, maintain momentum, and position their organizations to thrive in competitive and fast-paced environments.

Summary Scores:

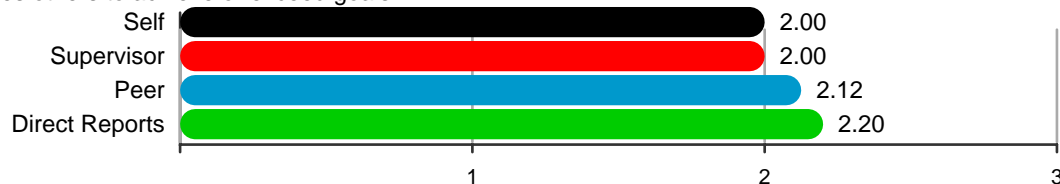
The summary scores shown here are an average of each of the items in this competency.



Scores on Each Item:

The scores for each of the items in this competency are shown below.

6. Motivates others to achieve or exceed goals



7. Adapts quickly and finds alternative ways to achieve goals.



8. Maintains momentum of projects to prevent them from stagnating or stalling.



9. Uses creativity to solve problems, tackle obstacles and make progress.



10. Uses creativity, problem-solving skills, and available resources to overcome challenges and deliver 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 (Disagree) to green (Agree).

Item	n	Avg	LOA	Disagree	Unsure	Agree
				1 1	2 2	3 3
6. Motivates others to achieve or exceed goals	15	2.13	33.3	20%	47%	33%
7. Adapts quickly and finds alternative ways to achieve goals.	15	2.07	26.7	20%	53%	27%
8. Maintains momentum of projects to prevent them from stagnating or stalling.	15	2.33	40.0	7%	53%	40%
9. Uses creativity to solve problems, tackle obstacles and make progress.	15	2.40	53.3	13%	33%	53%
10. Uses creativity, problem-solving skills, and available resources to overcome challenges and deliver results.	15	2.47	60.0	13%	27%	60%

Comments:

- She is decisive about budgets, emergency preparedness, and safety.
- She is the only manager in the department to help us when we are short.
- She is also very enthusiastic and energetic.
- At times I feel like ___ does not hear or seek out information from the entire team prior to make a judgement or decision. This can be interpreted as non caring and that someone's opinion does not matter.
- She quickly addresses any challenges that may arise.
- She lets us develop our own style and inspires us to do our best.

Delegation

Definition:

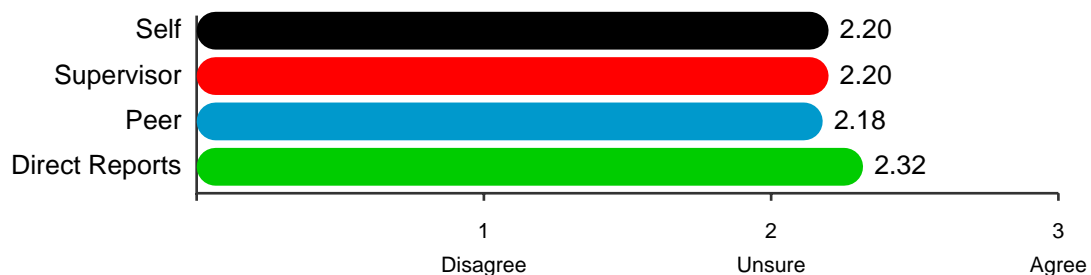
Delegation is the process by which a manager strategically assigns tasks by defining roles, identifying responsibilities, and selecting the right individuals based on their skills, expertise, and interests, ensuring that work aligns with business goals and fosters both productivity and engagement. Effective delegation involves clear communication, empowerment, and a balance between autonomy and supervision, allowing employees to take ownership while receiving the necessary support, resources, and guidance to succeed. Additionally, strong delegation promotes fair work distribution, career growth, and accountability, ensuring that assignments contribute to both employee development and organizational success while continuously assessing and refining delegation strategies for optimal outcomes.

Why this is Important:

Delegation is essential for organizations and companies because it optimizes efficiency, enhances employee engagement, and strengthens leadership. By strategically assigning tasks based on skills, expertise, and growth opportunities, companies ensure that work is distributed fairly and effectively, leading to higher productivity and better resource management. Additionally, empowering employees through autonomy and accountability fosters a culture of trust, innovation, and professional development, which improves morale, reduces burnout, and encourages long-term retention. When done correctly, delegation aligns individual strengths with business goals, driving sustainable success while allowing leaders to focus on higher-level strategy and vision.

Summary Scores:

The summary scores shown here are an average of each of the items in this competency.



Scores on Each Item:

The scores for each of the items in this competency are shown below.

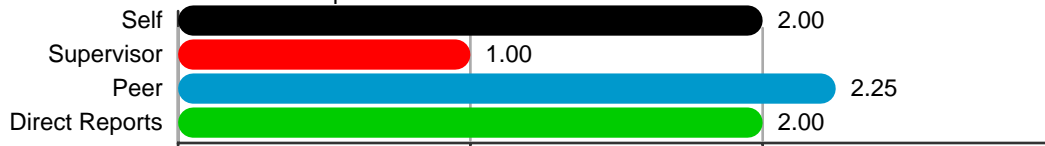
11. Provides written documentation or visual aids to reinforce expectations and reduce misinterpretation.



12. Delegates authority and responsibility to subordinates and holds them accountable for their actions.



13. Aware of the resources needed to complete tasks.



14. Outlines what "job done well" looks like, including quality standards and performance indicators.



15. Identifies employees' skills and interests to optimize delegation.



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 (Disagree) to green (Agree).

Item	n	Avg	LOA	Disagree	Unsure	Agree
				1 1	2 2	3 3
11. Provides written documentation or visual aids to reinforce expectations and reduce misinterpretation.	15	2.33	40.0	7%	53%	40%
12. Delegates authority and responsibility to subordinates and holds them accountable for their actions.	15	2.07	20.0	13%	67%	20%
13. Aware of the resources needed to complete tasks.	15	2.07	26.7	20%	53%	27%
14. Outlines what "job done well" looks like, including quality standards and performance indicators.	15	2.27	40.0	13%	47%	40%
15. Identifies employees' skills and interests to optimize delegation.	14	2.43	50.0	7%	43%	50%

Comments:

- ___ 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.
- Her recent coaching helped me work through something that had been challenging and disappointing me for months, and I was able to make the breakthrough I believe she was looking for.
- ___ does not beat around the bush nor does she have hidden agendas.
- She maintains the treatment machines in working condition and keeps the department current with technology and new treatment techniques. One way to improve, that may affect several performance elements, is to see the experience from the customer perspective and to verbalize the customer experience in discussion with the staff. Not only will this focus discussions, but it will let others know that we all share similar values.
- I admire ___ for showing courage, compassion and commitment during her recent team sessions.
- Always available to give us what we need to succeed.

Managing Risk

Definition:

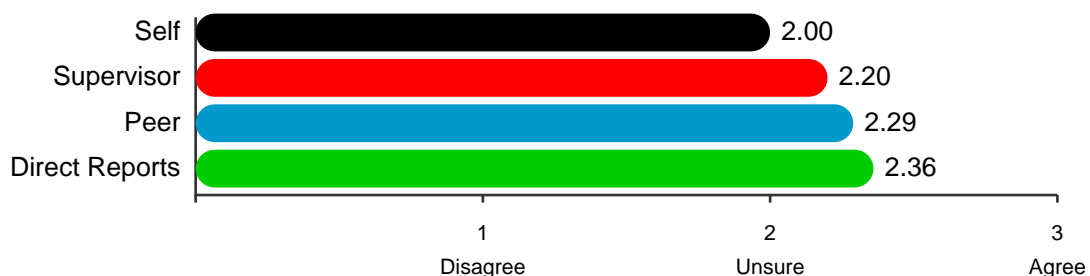
Managing Risk is the disciplined ability to evaluate risk information, analyze operational and strategic exposures, remain aware of emerging threats, and accurately determine potential consequences to guide appropriate levels of acceptable risk. It involves designing and integrating risk initiatives 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.

Why this is Important:

Managing Risk is essential because it gives organizations a disciplined way to understand uncertainty and make decisions that protect longterm viability. When companies evaluate risks, analyze exposures, stay aware of emerging threats, and accurately determine consequences, they avoid being blindsided by events that could disrupt operations or damage their reputation. By designing initiatives, applying mitigation and control strategies, responding effectively to changing conditions, and monitoring trends over time, organizations strengthen resilience and maintain stability even in volatile environments. Clear communication, consistent processes, strong accountability, and ongoing training ensure that everyone (from frontline employees to senior leaders) can act confidently and cohesively, turning risk management into a strategic advantage rather than a defensive burden.

Summary Scores:

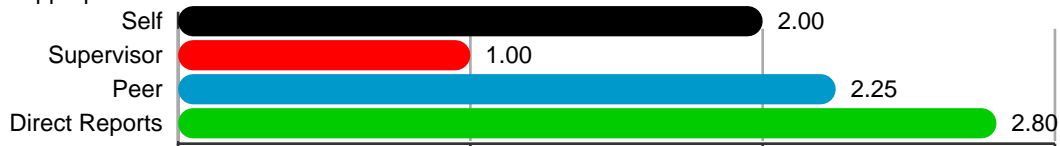
The summary scores shown here are an average of each of the items in this competency.



Scores on Each Item:

The scores for each of the items in this competency are shown below.

16. Aware of appropriate actions to minimize risks.



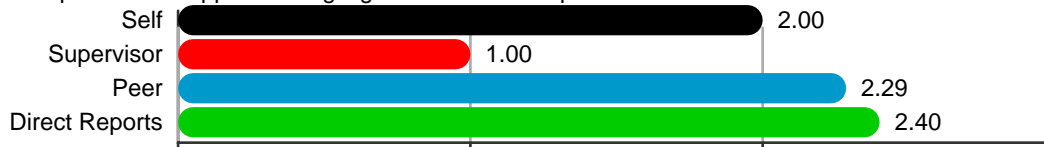
17. Turns risks into opportunities.



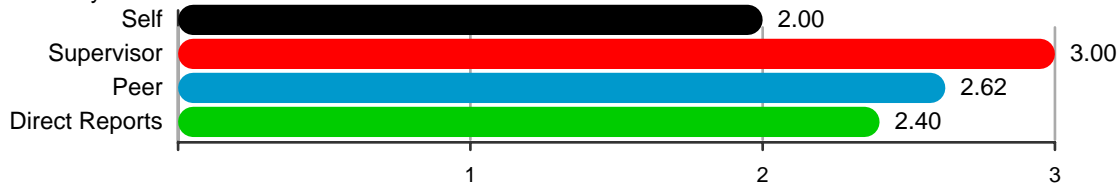
18. Quantifies current business practices to make better informed decisions.



19. Ensures risk processes support strategic goals rather than operate in isolation.



20. Works effectively to avoid 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 (Disagree) to green (Agree).

Item	n	Avg	LOA	Response Percentages		
				Disagree 1 1	Unsure 2 2	Agree 3 3
16. Aware of appropriate actions to minimize risks.	15	2.33	46.7	13%	40%	47%
17. Turns risks into opportunities.	15	2.33	40.0	7%	53%	40%
18. Quantifies current business practices to make better informed decisions.	14	2.00	14.3	14%	71%	14%
19. Ensures risk processes support strategic goals rather than operate in isolation.	14	2.21	42.9	21%	36%	43%
20. Works effectively to avoid risk.	15	2.53	60.0	7%	33%	60%

Comments:

- ___ has been able to manage a unit within budget (at least to the best of my knowledge), in difficult financial times.
- Can lead a team well and can present the goals/plan so all know the direction to move forward in.
- ___ has fallen into a routine between the two offices and is making a much more routine appearance at the North office. This has helped out a lot too with continued improvement on communication! ___ has been a great addition to our team!
- ___ seems to have good knowledge and awareness of the strengths and talents of her staff (as well as their weaknesses).
- The staff are so energetic and encouraging of each other. They all look out for each other in each unit and appreciate all of their team mates.
- As a new manager she is progressing very well.

Client Focus

Definition:

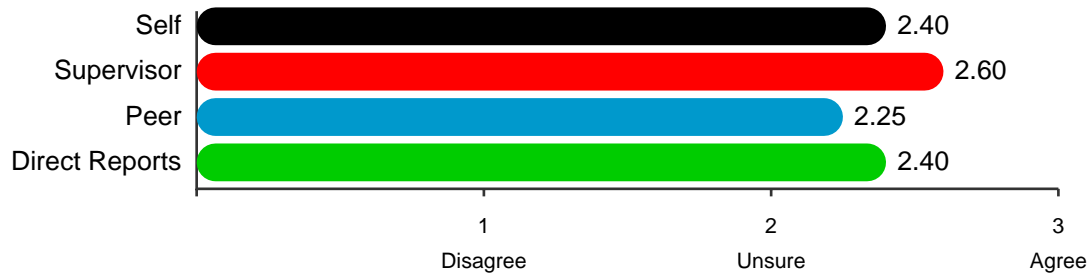
Client focus is the ability to understand, anticipate, and address client needs while maintaining responsiveness and accountability to ensure satisfaction. It involves delivering innovative and customized solutions, fostering strong relationships through active communication, and continuously improving services to enhance the client experience. A client-focused approach builds trust, ensures positive interactions, and demonstrates long-term commitment by consistently adapting to evolving expectations and providing high-quality service.

Why this is Important:

Client focus is essential for organizations because it fosters strong relationships, drives customer satisfaction, and ensures long-term business success. By proactively addressing client needs, delivering customized solutions, and maintaining open communication, companies build trust and loyalty while enhancing their competitive advantage. A client-centric approach leads to continuous improvement, positive interactions, and a reputation for excellence, ensuring sustained growth and customer retention.

Summary Scores:

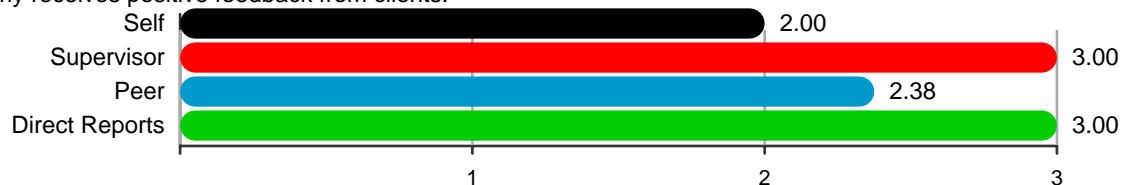
The summary scores shown here are an average of each of the items in this competency.



Scores on Each Item:

The scores for each of the items in this competency are shown below.

21. Regularly receives positive feedback from clients.



22. Maintains up-to-date information regarding client products.



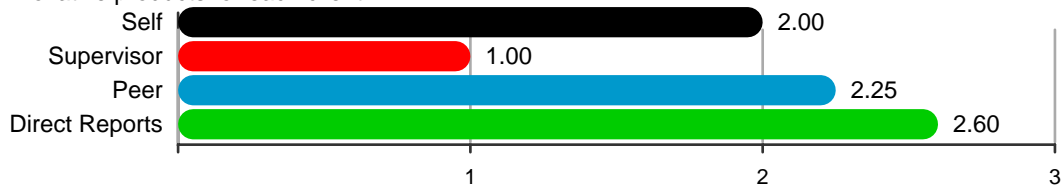
23. Is aware of what the client wants to receive.



24. Views client satisfaction as an everyday priority.



25. Tailors innovative products for each client.



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 (Disagree) to green (Agree).

Item	n	Avg	LOA	Response Distribution		
				Disagree 1 1	Unsure 2 2	Agree 3 3
21. Regularly receives positive feedback from clients.	15	2.60	66.7	7%	27%	67%
22. Maintains up-to-date information regarding client products.	15	2.33	40.0	7%	53%	40%
23. Is aware of what the client wants to receive.	15	2.07	20.0	13%	67%	20%
24. Views client satisfaction as an everyday priority.	15	2.40	53.3	13%	33%	53%
25. Tailors innovative products for each client.	15	2.27	53.3	27%	20%	53%

Comments:

- ___ eagerly attends any Core Competency training that is offered and is quick, but thoughtful in working to implement what she has learned while leading her team-in other words she does not implement continuous improvement strategies independently.
- Difficult to reach sometimes and often does not respond to messages at all.
- Excellent Manager. Quiet, solid leadership. Easy to work with and consistently follows through on issues. Great to see her in the rooms helping in the mornings. Well liked by staff.
- I cannot say if she challenges others.
- She was wonderful to work with, and I have a great deal of confidence and trust in her as a professional, a leader, and a colleague.
- ___ has done a remarkable job managing the department.

Developing Others

Definition:

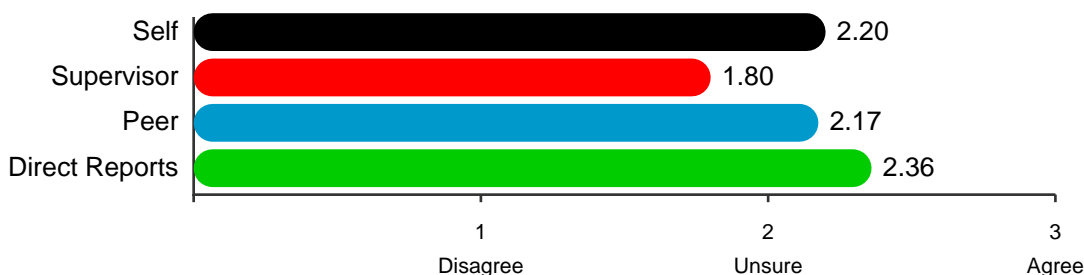
Training and developing members of the team/department.

Why this is Important:

This is a critical skill set for achieving success in business by allowing you to provide solutions that are tailored to their specific challenges. This proactive approach can lead to increased customer and employee satisfaction and loyalty. This fosters a positive work environment allowing employees to feel more secure and valued in the organization.

Summary Scores:

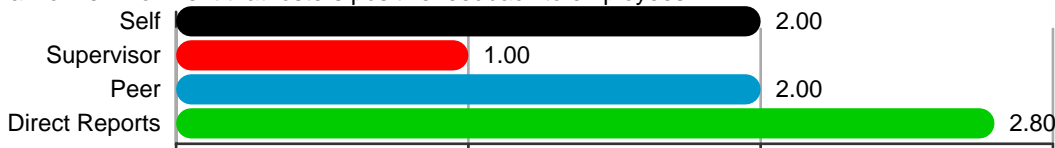
The summary scores shown here are an average of each of the items in this competency.



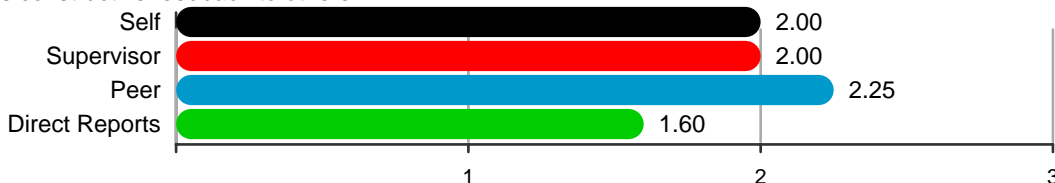
Scores on Each Item:

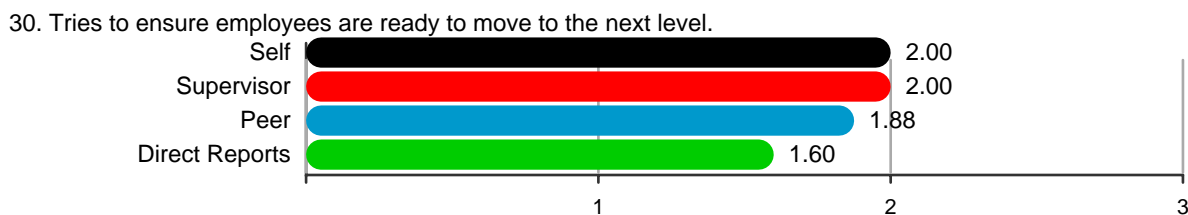
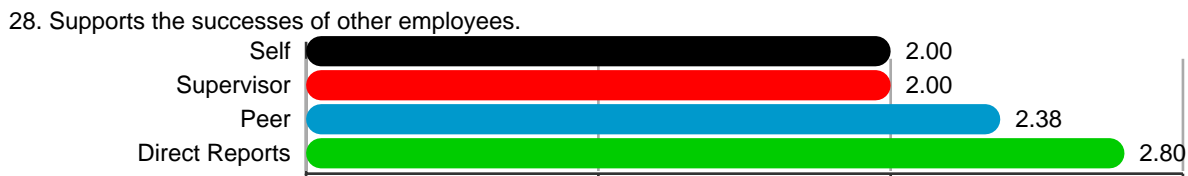
The scores for each of the items in this competency are shown below.

26. Creates a work environment that fosters positive feedback to employees.



27. Provides constructive feedback to others.





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 (Disagree) to green (Agree).

Item	n	Avg	LOA	Response Distribution		
				Disagree 1	Unsure 2	Agree 3
26. Creates a work environment that fosters positive feedback to employees.	15	2.20	33.3	13%	53%	33%
27. Provides constructive feedback to others.	15	2.00	26.7	27%	47%	27%
28. Supports the successes of other employees.	15	2.47	53.3	7%	40%	53%
29. Recognizes and celebrates accomplishments of others.	15	2.60	60.0		40%	60%
30. Tries to ensure employees are ready to move to the next level.	15	1.80	13.3	33%	53%	13%

Comments:

- ___ is an excellent Director.
- ___ is a great communicator and challenges staff to look at process improvements. She is always available to assist with projects, initiatives and is available to assist with difficult situations in which managers and staff are faced with such as budgetary constraints as well as process improvement barriers.
- I am glad ___ was chosen to step in and take lead of [CompanyName]. She uses good judgment and makes the right decisions, even when they are difficult.
- Always looking for ways to grow as a person. Inspires others to do the same.
- ___ is not always clear in communicating desired outcomes and expectation. She sometimes lacks the ability to clearly convey consistent specific goals leading to wasted energy and work that dead ends.
- ___ is a high performer, yet she is also self-aware, and is constantly challenging herself and her coworkers to improve.

Continual Learning

Definition:

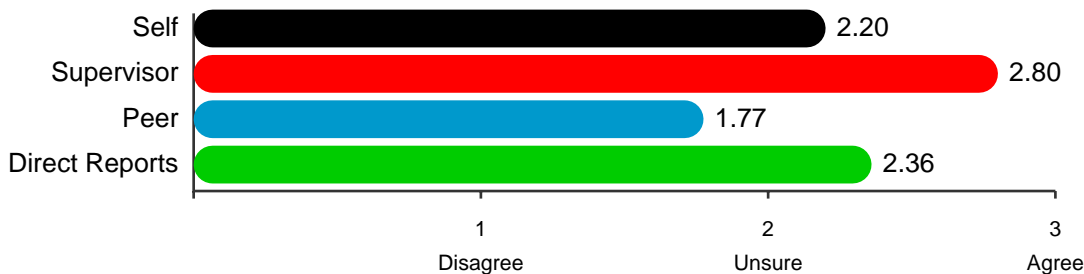
Always open to new ideas and seeking opportunities to learn. Takes the initiative to advance their knowledge and skills.

Why this is Important:

This is a critical skill set for achieving success in business by allowing you to provide solutions that are tailored to their specific challenges. This proactive approach can lead to increased customer and employee satisfaction and loyalty. This fosters a positive work environment allowing employees to feel more secure and valued in the organization.

Summary Scores:

The summary scores shown here are an average of each of the items in this competency.



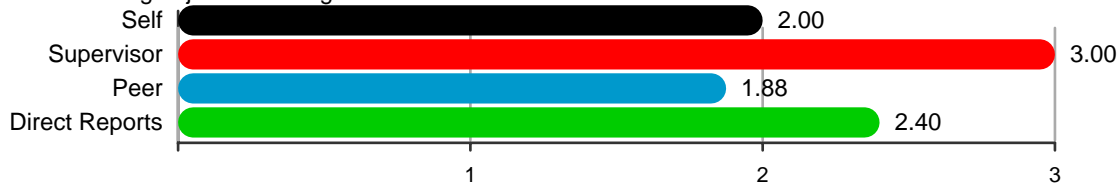
Scores on Each Item:

The scores for each of the items in this competency are shown below.

31. Pursues professional development opportunities when they arise.



32. Sets relevant learning objectives and goals.



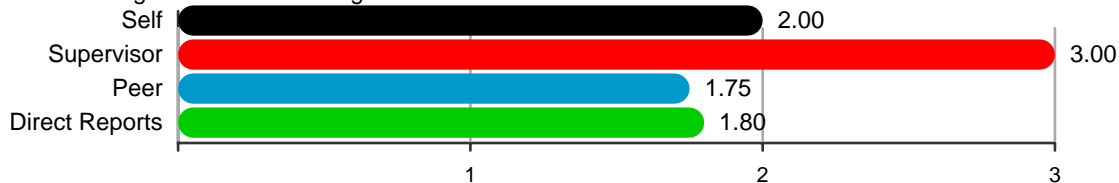
33. Pursues self-improvement through continual learning.



34. Takes the initiative to learn new skills.



35. Builds on their strengths while addressing their weaknesses.



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 (Disagree) to green (Agree).

Item	n	Avg	LOA	Disagree 1 1	Unsure 2 2	Agree 3 3
31. Pursues professional development opportunities when they arise.	15	2.13	33.3	20%	47%	33%
32. Sets relevant learning objectives and goals.	15	2.13	33.3	20%	47%	33%
33. Pursues self-improvement through continual learning.	15	2.07	33.3	27%	40%	33%
34. Takes the initiative to learn new skills.	15	2.13	26.7	13%	60%	27%
35. Builds on their strengths while addressing their weaknesses.	15	1.87	20.0	33%	47%	20%

Comments:

- ___ has good knowledge and awareness of the strengths and talents within the organization.
- She knows what her customers needs and seeks to find the best individual to fill those roles.
- ___ is aware that she can come off as intimidating, and recognizes that fact in certain instances.
- With her strengths as a specialist, she guides and allows for good collaborative discussion keeping the customer at the center.
- ___ is a great leader to have in our department, she helps us grow and encourages us to be better at everything we do.
- She is doing great work with the CCO. The role of COO is new at [CompanyName] and needs better definition over the long pull.

Company

Definition:

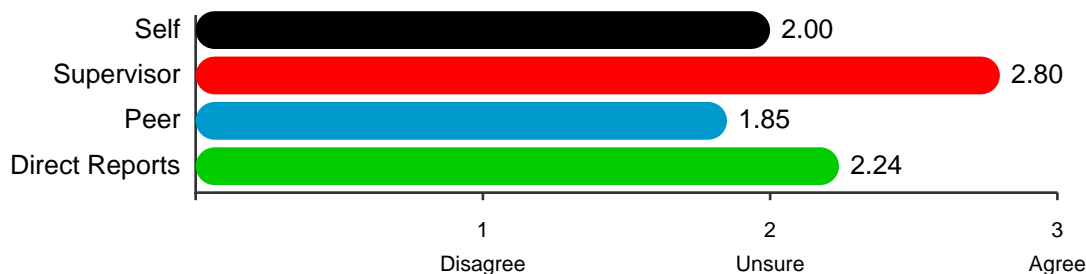
A Company is a dynamic ecosystem that cultivates trust, pride, and optimism through ethical conduct, transparent communication, and a work environment designed to foster satisfaction, productivity, and camaraderie. It strategically aligns staffing, training, resources, and facilities to support evolving 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.

Why this is Important:

This definition of Company is important because it captures the full spectrum of what makes an organization not just functional, but exceptional—balancing operational excellence with human-centered values. By integrating dimensions like ethics, morale, adaptability, and pride alongside strategic elements like staffing, competitiveness, and resource allocation, it creates a blueprint for sustainable success and cultural resilience. Organizations that embody this holistic model are better equipped to attract top talent, foster innovation, and build enduring trust with both employees and external stakeholders.

Summary Scores:

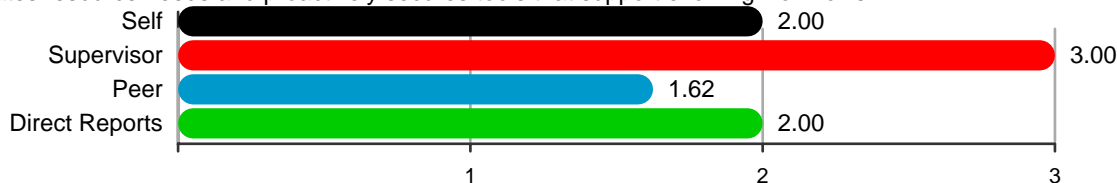
The summary scores shown here are an average of each of the items in this competency.



Scores on Each Item:

The scores for each of the items in this competency are shown below.

36. Anticipates resource needs and proactively secures tools that support evolving workflows.



37. Creates a sense of momentum and possibility here.



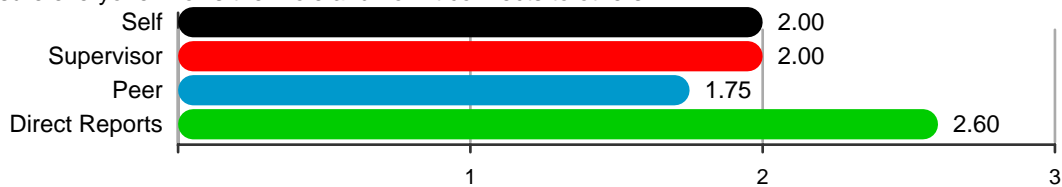
38. Is proud of the work done by employees in the department.



39. Creates a culture that makes employees feel proud and excited to be part of the team.



40. Makes sure everyone knows their role and how it connects to others.



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 (Disagree) to green (Agree).

Item	n	Avg	LOA	Disagree	Unsure	Agree
				1 1	2 2	3 3
36. Anticipates resource needs and proactively secures tools that support evolving workflows.	15	1.87	20.0	33%	47%	20%
37. Creates a sense of momentum and possibility here.	15	1.93	13.3	20%	67%	13%
38. Is proud of the work done by employees in the department.	15	2.07	33.3	27%	40%	33%
39. Creates a culture that makes employees feel proud and excited to be part of the team.	15	2.33	33.3		67%	33%
40. Makes sure everyone knows their role and how it connects to others.	15	2.07	33.3	27%	40%	33%

Comments:

- I appreciate ___'s willingness to share her knowledge with our team.
- She continually ties things back to the department, and has made a great effort to engage staff through CIO lunches, brown bags, and events.
- Additional feedback and communication.
- ___ is very busy and it is sometimes difficult to find time with her to get the direction needed to move forward.
- Increase business knowledge relating to overall strategic plan and the day to day operations.
- I appreciate her openness and availability to all the staff.