

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.

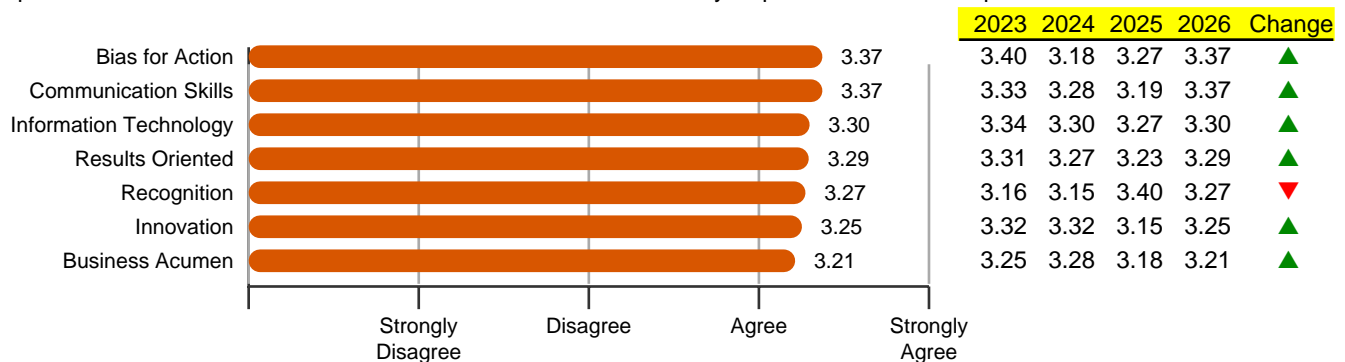
What to Do with Your Feedback

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

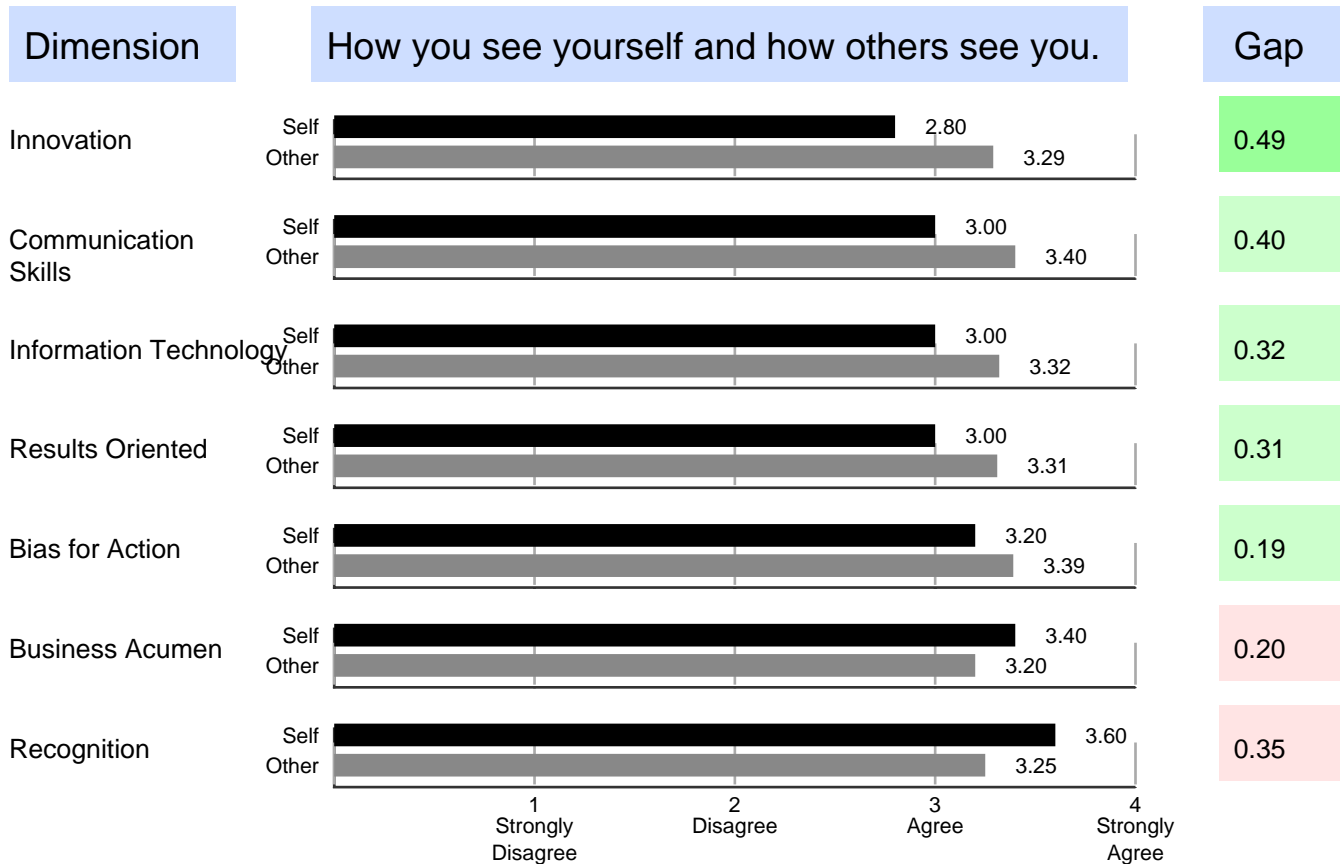
In this feedback process, the questionnaire items prompted respondents to evaluate specific behaviors and competencies recognized by COMPANY's present leaders. These behaviors and competencies are categorized into 7 principal dimensions of leadership.

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 (Strongly Disagree) to green (Strongly Agree).

Item	n	Avg	LOA	Strongly Disagree	Disagree	Agree	Strongly Agree
1. Delivers high quality IT services for the organization.	15	3.20	86.7	13%	53%	33%	
2. Creates an enterprise architecture strategy that ensures IT systems, standards, and platforms are aligned with organizational priorities and governance requirements.	15	3.33	100.0		67%	33%	
3. Performs initial diagnostics to narrow down issues.	15	3.33	93.3	7%	53%	40%	
4. Validates that integrations, data flows, and system performance meet operational standards.	15	3.27	93.3	7%	60%	33%	
5. Cultivates effective, high-trust relationships with senior leadership to advance enterprise goals.	14	3.21	85.7	14%	50%	36%	
6. Regularly mentors staff by walking them through complex incidents, explaining decisions, and ensuring they can independently handle similar situations in the future.	15	3.47	100.0		53%	47%	
7. Shares insights from user interactions to improve support materials.	15	3.40	93.3	7%	47%	47%	
8. Works closely with others when there is an IT issue.	15	3.20	86.7	13%	53%	33%	
9. Incorporates user feedback, usability principles, and accessibility standards.	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. Delivers high quality IT services for the organization.	3.20	3.20	3.00	3.20	+0.20 ▲
2. Creates an enterprise architecture strategy that ensures IT systems, standards, and platforms are aligned with organizational priorities and governance requirements.	3.27	3.40	3.40	3.33	-0.07 ▼
3. Performs initial diagnostics to narrow down issues.	3.40	3.40	3.27	3.33	+0.07 ▲
4. Validates that integrations, data flows, and system performance meet operational standards.	3.47	3.33	3.40	3.27	-0.13 ▼
5. Cultivates effective, high-trust relationships with senior leadership to advance enterprise goals.	3.00	3.20	3.13	3.21	+0.08 ▲
6. Regularly mentors staff by walking them through complex incidents, explaining decisions, and ensuring they can independently handle similar situations in the future.	3.40	3.13	3.07	3.47	+0.40 ▲

Item	2023	2024	2025	2026	Change
7. Shares insights from user interactions to improve support materials.	3.40	3.20	3.33	3.40	+0.07 ▲
8. Works closely with others when there is an IT issue.	3.40	3.40	3.20	3.20	
9. Incorporates user feedback, usability principles, and accessibility standards.	3.53	3.40	3.60	3.27	-0.33 ▼

Communication Skills

Communication skills encompass the ability to effectively convey ideas, emotions, and information through clarity, audience awareness, and responsiveness while maintaining professionalism and openness. Strong communicators use multiple methods to connect with others, adapting their approach to suit diverse audiences and ensuring messages are succinct, timely, and impactful. By being attentive, energetic, and persuasive, they excel in delivering presentations, coaching others, and fostering collaboration, empowering teams to achieve shared goals and organizational success.

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. Distills complex ideas into simple, understandable components.	15	3.20	93.3	7%	67%	27%	
11. Recaps action steps from meetings to ensure clarity and execution.	15	3.67	100.0		33%	67%	
12. Notifies others about developments in plans and goals.	15	3.40	93.3	7%	47%	47%	
13. Informs supervisor about progress made on goals and objectives.	15	3.13	86.7	13%	60%	27%	
14. Summarizes or paraphrases the current question to confirm understanding.	15	3.47	100.0		53%	47%	

Time Comparisons by Item

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Item	2023	2024	2025	2026	Change
10. Distills complex ideas into simple, understandable components.	3.33	3.47	3.27	3.20	-0.07 ▼
11. Recaps action steps from meetings to ensure clarity and execution.	3.40	3.40	3.27	3.67	+0.40 ▲
12. Notifies others about developments in plans and goals.	3.53	3.20	3.00	3.40	+0.40 ▲
13. Informs supervisor about progress made on goals and objectives.	3.20	3.21	3.40	3.13	-0.27 ▼
14. Summarizes or paraphrases the current question to confirm understanding.	3.20	3.13	3.00	3.47	+0.47 ▲

Bias for Action

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.

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. Identifies key constraints that may impact the achievement of results.	15	3.53	100.0		47%	53%	
16. Is motivated to accomplish goals.	15	3.47	93.3	7%	40%	53%	
17. Delegates tasks and duties that need to be performed for completion of a project.	15	2.93	73.3	27%	53%	20%	
18. Fosters an action-oriented culture within the department.	15	3.40	93.3	7%	47%	47%	
19. Positively motivates and supports others to gain skills	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. Identifies key constraints that may impact the achievement of results.	3.67	3.27	3.20	3.53	+0.33 ▲
16. Is motivated to accomplish goals.	3.33	3.00	3.07	3.47	+0.40 ▲
17. Delegates tasks and duties that need to be performed for completion of a project.	3.40	3.20	3.33	2.93	-0.40 ▼
18. Fosters an action-oriented culture within the department.	3.47	3.53	3.20	3.40	+0.20 ▲
19. Positively motivates and supports others to gain skills	3.13	2.87	3.53	3.53	

Innovation

Innovation is the process of creating or developing new methods, products, or solutions. It involves seeking and finding creative ways to change and improve to solve problems. It requires a willingness to be flexible and to challenge current processes through a critical analysis. Innovation needs to be supported and promoted since it may be disruptive. It can sometimes help to offer rewards/recognition for innovative ideas. It may be necessary to provide guidance, empower or incentivize employees as well as to coordinate and focus resources, training, and the efforts of cross-functional teams.

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. Recognizes and rewards employees that are innovative.	15	3.47	100.0			53%	47%
21. Focuses on bottom-up innovative efforts.	15	3.00	80.0	20%		60%	20%
22. Establishes priorities and allocates resources to support innovation.	15	3.53	100.0			47%	53%
23. Creates new and efficient processes.	15	3.13	86.7	13%		60%	27%
24. Sets company-wide innovation performance targets and goals.	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. Recognizes and rewards employees that are innovative.	3.40	3.20	2.87	3.47	+0.60 ▲
21. Focuses on bottom-up innovative efforts.	3.47	3.13	3.20	3.00	-0.20 ▼
22. Establishes priorities and allocates resources to support innovation.	3.20	3.33	3.07	3.53	+0.47 ▲
23. Creates new and efficient processes.	3.20	3.47	3.27	3.13	-0.13 ▼
24. Sets company-wide innovation performance targets and goals.	3.33	3.47	3.33	3.13	-0.20 ▼

Results Oriented

Results Oriented describes the ability to set clear, strategically aligned goals, prioritize the most urgent needs, and plan effectively by anticipating obstacles and adjusting approaches as conditions change. It reflects a disciplined focus on execution--staying on course despite distractions, remaining flexible when disruptions occur, and responding to setbacks with persistence, learning, and renewed direction. A resultsoriented individual actively monitors progress through performance measures and checkins, demonstrates a strong bias for action, and consistently achieves both short and longterm goals through motivation, accountability, and constructive communication. This mindset also emphasizes service, supportive supervision, and analytical decisionmaking, ensuring that people are helped, expectations are clear, strengths are leveraged, and tools or technologies are used to enhance efficiency and sustain high 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
25. Excels in dynamic environments.	15	3.07	86.7	13%	67%	20%	
26. Promotes a solution-focused mindset when problems arise.	15	3.20	93.3	7%	60%	33%	
27. Follows up consistently on commitments and deadlines to ensure progress is sustained.	15	3.40	93.3	7%	47%	47%	
28. Creates a culture where commitments are honored and excuses are challenged respectfully.	15	3.60	93.3	7%	27%	67%	
29. Inspires and motivates co-workers to be productive and energetic at work	15	3.20	86.7	13%	53%	33%	

Time Comparisons by Item

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Item	2023	2024	2025	2026	Change
25. Excels in dynamic environments.	3.27	3.33	3.27	3.07	-0.20 ▼
26. Promotes a solution-focused mindset when problems arise.	3.53	3.33	3.33	3.20	-0.13 ▼
27. Follows up consistently on commitments and deadlines to ensure progress is sustained.	3.20	3.33	2.93	3.40	+0.47 ▲
28. Creates a culture where commitments are honored and excuses are challenged respectfully.	3.33	3.13	3.40	3.60	+0.20 ▲
29. Inspires and motivates co-workers to be productive and energetic at work	3.21	3.20	3.20	3.20	

Recognition

Recognition is the intentional acknowledgment and appreciation of employees' contributions, achievements, and performance, ensuring that praise is timely, meaningful, fair, and aligned with organizational values. Effective recognition fosters a supportive and engaging workplace by integrating structured programs, spontaneous appreciation, and impactful rewards-both formal and informal-while reinforcing positive behaviors and incentivizing success. By making recognition visible, systematic, and inclusive, leaders cultivate an environment where employees feel valued, motivated, and empowered to contribute to organizational growth and excellence.

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. Uses positive reinforcement to redirect performance.	14	3.00	92.9	7%	79%		14%
31. Offers skill-building opportunities (training, conferences, certifications) as a reward for demonstrated excellence or improvement.	15	3.33	93.3	7%	53%		40%
32. Uses recognition programs to help advance a specific training initiative.	14	3.29	100.0		71%		29%
33. Recognizes good work/performance through personal observation.	15	3.27	100.0		73%		27%
34. Creates awards at specific intervals (monthly, quarterly, annually) during the year.	15	3.47	93.3	7%	40%		53%

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Item	2023	2024	2025	2026	Change
30. Uses positive reinforcement to redirect performance.	2.87	3.27	3.07	3.00	-0.07 ▼
31. Offers skill-building opportunities (training, conferences, certifications) as a reward for demonstrated excellence or improvement.	3.13	3.07	3.47	3.33	-0.13 ▼
32. Uses recognition programs to help advance a specific training initiative.	3.40	3.07	3.60	3.29	-0.31 ▼
33. Recognizes good work/performance through personal observation.	3.07	3.33	3.33	3.27	-0.07 ▼
34. Creates awards at specific intervals (monthly, quarterly, annually) during the year.	3.33	3.00	3.53	3.47	-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 (Strongly Disagree) to green (Strongly Agree).

Item	n	Avg	LOA	Strongly Disagree	Disagree	Agree	Strongly Agree
35. Able to correctly assess current/estimated valuations.	15	3.13	86.7	13%	60%	27%	
36. Understands the "basics" as to how [Company] functions/operates.	15	3.20	93.3	7%	67%	27%	
37. Identifies new business opportunities.	15	3.33	93.3	7%	53%	40%	
38. Identifies and acts promptly to take advantage of potential market opportunities	15	3.07	86.7	13%	67%	20%	
39. Creates unique strategies that impact the Company.	15	3.33	100.0		67%	33%	

Time Comparisons by Item

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Item	2023	2024	2025	2026	Change
35. Able to correctly assess current/estimated valuations.	3.20	3.27	3.13	3.13	
36. Understands the "basics" as to how [Company] functions/operates.	3.53	3.20	3.33	3.20	-0.13 ▼
37. Identifies new business opportunities.	3.20	3.27	3.07	3.33	+0.26 ▲
38. Identifies and acts promptly to take advantage of potential market opportunities	3.13	3.40	3.33	3.07	-0.27 ▼
39. Creates unique strategies that impact the Company.	3.20	3.27	3.00	3.33	+0.33 ▲