



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.

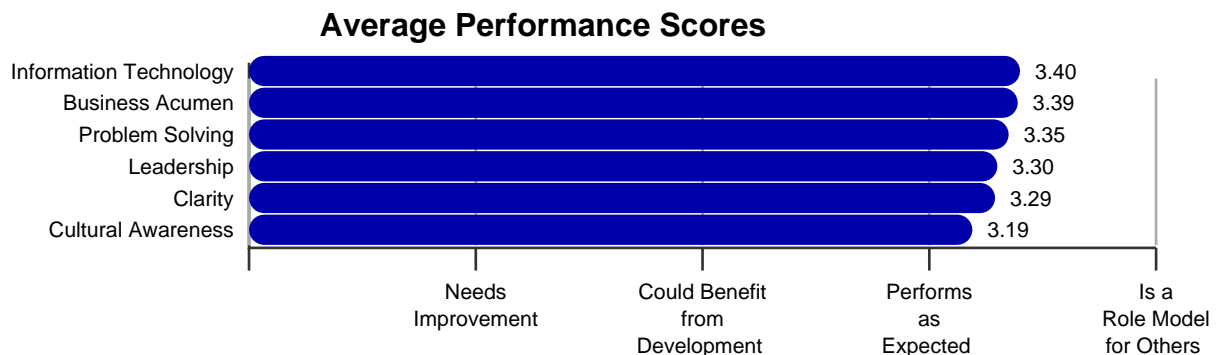
What to Do with Your Feedback

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

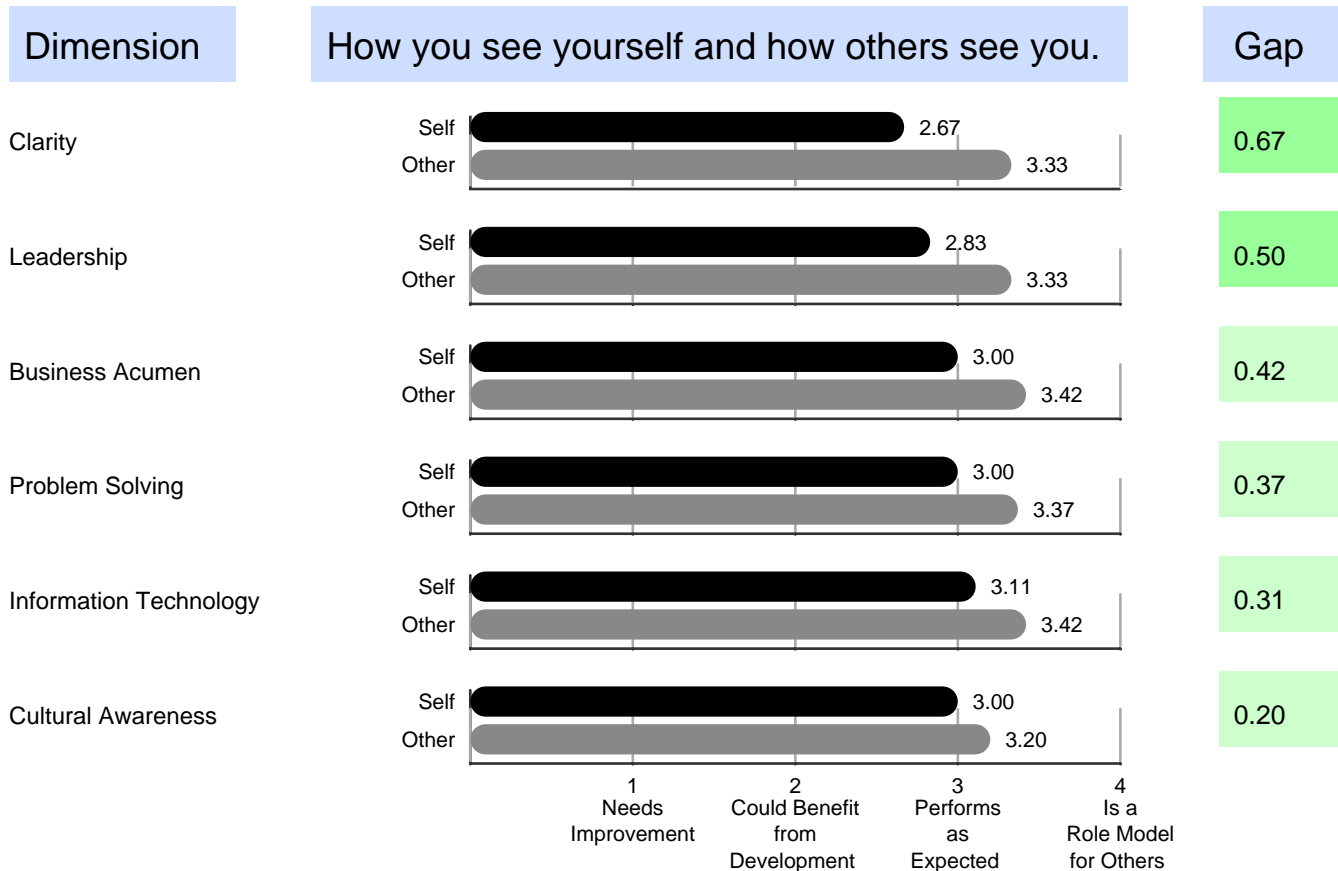
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 6 major dimensions of leadership.

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 Improvement) to green (Is a Role Model for Others).

Item	n	Avg	LOA	Needs Improvement	Could Benefit from Development	Performs as Expected	Is a Role Model for Others
1. Validates findings with technical experts and stakeholders.	15	3.20	93.3	7%	67%		27%
2. Communicates incident details clearly to technical teams.	15	3.87	100.0	13%	87%		
3. Provides users with status updates and expected resolution timelines.	15	3.33	93.3	7%	53%		40%
4. Collaborates with architects and engineers to validate that the data model supports scalability, integration needs, and long-term system evolution.	15	3.60	93.3	7%	27%	67%	
5. Relies on risk-management checklists to guide the development of IT controls that maintain system stability and reduce operational risk.	15	3.33	93.3	7%	53%		40%
6. Ensures that critical system knowledge (such as configurations, integrations, and architectural decisions) is documented and accessible so the team is never dependent on a single expert.	15	3.20	93.3	7%	60%		33%
7. Facilitates routine vendor briefings and oversight meetings to ensure alignment and compliance.	15	3.20	86.7	13%	53%		33%
8. Implements the technical mechanisms that enforce data retention, archival, and disposal policies.	15	3.40	93.3	7%	47%		47%
9. Responds to employee questions and inquiries in a timely manner.	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
1. Validates findings with technical experts and stakeholders.	3.29	3.20	-0.09 ▼
2. Communicates incident details clearly to technical teams.	3.65	3.87	+0.22 ▲
3. Provides users with status updates and expected resolution timelines.	3.18	3.33	+0.16 ▲
4. Collaborates with architects and engineers to validate that the data model supports scalability, integration needs, and long-term system evolution.	3.41	3.60	+0.19 ▲
5. Relies on risk-management checklists to guide the development of IT controls that maintain system stability and reduce operational risk.	3.24	3.33	+0.10 ▲
6. Ensures that critical system knowledge (such as configurations, integrations, and architectural decisions) is documented and accessible so the team is never dependent on a single expert.	3.24	3.20	-0.04 ▼
7. Facilitates routine vendor briefings and oversight meetings to ensure alignment and compliance.	3.41	3.20	-0.21 ▼
8. Implements the technical mechanisms that enforce data retention, archival, and disposal policies.	3.24	3.40	+0.16 ▲
9. Responds to employee questions and inquiries in a timely manner.	3.18	3.47	+0.29 ▲

- He is very effective and he has learned so much about our product.
- Very knowledgeable and always steps up if help is needed.
- _____ is a pleasure to work with.
- The only area with which he struggles is the need for relationship building with staff he supervises. I know he understands the reason for this and has been working on developing a better approach.
- I feel safe and comfortable going to him for any reason. I am very glad to have him for a Director, and also as a partner and teammate.
- _____ exemplifies all of these qualities.

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 Improvement) to green (Is a Role Model for Others).

Item	n	Avg	LOA	Needs Improvement	Could Benefit from Development	Performs as Expected	Is a Role Model for Others
10. Performs effectively, even under frustrating or challenging work conditions	15	3.47	93.3	7%	40%	53%	
11. Demonstrates bravery in addressing challenging matters directly and effectively.	15	3.53	100.0		47%	53%	
12. Influences others	15	3.27	100.0		73%		27%
13. Encourages team members to step outside their comfort zones to achieve more.	15	3.33	100.0		67%		33%
14. Doesn't show discouragement when facing setbacks.	15	3.13	86.7	13%	60%		27%
15. Promotes a culture where everyone is expected to raise the bar for the group.	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
10. Performs effectively, even under frustrating or challenging work conditions	3.35	3.47	+0.11 ▲
11. Demonstrates bravery in addressing challenging matters directly and effectively.	3.47	3.53	+0.06 ▲
12. Influences others	3.47	3.27	-0.20 ▼
13. Encourages team members to step outside their comfort zones to achieve more.	3.35	3.33	-0.02 ▼
14. Doesn't show discouragement when facing setbacks.	3.18	3.13	-0.04 ▼
15. Promotes a culture where everyone is expected to raise the bar for the group.	3.00	3.07	+0.07 ▲

Comments:

- He handles situations in a calm, collective manner, and researches a situation before making a decision.
- While he remains considerate of the impact each roll out has on front line staff, he also ensures we stay focused and on track.
- Our organization is a better place because of his and his future focus.
- I feel _____ consistently meets/exceeds in all of the Leadership Effective areas listed above, and I feel he excels in the areas related to encouragement, identifying employees' strengths, and shared decision making.
- From what I can see _____ meets or exceeds all of these leadership roles but remember he is not my manager.
- He is professional, reliable, ethical, and thoroughly engaged. He demonstrates this by showing up every day, providing feedback and stewardship for all his reports.

Problem Solving

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 Improvement) to green (Is a Role Model for Others).

Item	n	Avg	LOA	Needs Improvement	Could Benefit from Development	Performs as Expected	Is a Role Model for Others
16. Brings together individuals with different backgrounds, skills, and viewpoints, brainstorming harnesses a wide range of insights.	15	3.40	93.3	7%	47%	47%	
17. Demonstrates flexibility in problem-solving with a diverse array of methods and resources suited to various scenarios.	15	3.27	93.3	7%	60%	33%	
18. Makes judgments based upon relevant information.	14	3.00	92.9	7%	79%	14%	
19. Assesses the extent to which proposed solutions would lead to success.	15	3.47	100.0		53%	47%	
20. Flexible and willing to adjust their approach when new information or changes in the environment arise.	15	3.40	93.3	7%	47%	47%	
21. Provides a comprehensive assessment of the solution's overall effectiveness, efficiency, and impact, often including both quantitative and qualitative data.	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	2025	2026	Change
16. Brings together individuals with different backgrounds, skills, and viewpoints, brainstorming harnesses a wide range of insights.	3.65	3.40	-0.25 ▼
17. Demonstrates flexibility in problem-solving with a diverse array of methods and resources suited to various scenarios.	3.47	3.27	-0.20 ▼
18. Makes judgments based upon relevant information.	3.12	3.00	-0.12 ▼
19. Assesses the extent to which proposed solutions would lead to success.	3.59	3.47	-0.12 ▼
20. Flexible and willing to adjust their approach when new information or changes in the environment arise.	3.29	3.40	+0.11 ▲
21. Provides a comprehensive assessment of the solution's overall effectiveness, efficiency, and impact, often including both quantitative and qualitative data.	3.35	3.53	+0.18 ▲

Comments:

- _____ is a very good leader.
- He sees things that others don't and always have valuable feedback for whomever he is talking/working with.
- I know when I go to him with a problem, he will make himself available and is very thorough with his response.
- He has an innate ability to match assigned roles with individual strengths.
- He has always been a great resource for me and my areas of responsibility providing us with the support we need to function.
- I value his feedback, collaboration and sense of teamwork. He's clearly hardworking and dedicated and he and I have been able to have some very good discussions this past year, which I appreciate. I always appreciate his candor and feedback.

Clarity

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 Improvement) to green (Is a Role Model for Others).

Item	n	Avg	LOA	Needs Improvement	Could Benefit from Development	Performs as Expected	Is a Role Model for Others
22. Adjusts communication methods to the needs of the audience.	15	3.00	80.0	20%	60%		20%
23. Checks details thoroughly.	15	2.87	80.0	20%	73%		7%
24. Attends to the important details of a job or task.	15	3.47	100.0		53%		47%
25. Makes sure goals and objectives are clearly and thoroughly explained and understood.	15	3.67	100.0		33%		67%
26. Clearly explains the vision and goals of the company.	15	3.40	93.3	7%	47%		47%
27. Clearly defines work objectives for employees.	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
22. Adjusts communication methods to the needs of the audience.	3.00	3.00	
23. Checks details thoroughly.	2.88	2.87	-0.02 ▼
24. Attends to the important details of a job or task.	3.00	3.47	+0.47 ▲
25. Makes sure goals and objectives are clearly and thoroughly explained and understood.	3.76	3.67	-0.10 ▼
26. Clearly explains the vision and goals of the company.	3.53	3.40	-0.13 ▼
27. Clearly defines work objectives for employees.	3.12	3.33	+0.22 ▲

Comments:

- _____ has an incredible vision for our organization's strategy and improvement efforts.
- He has far exceeded my expectations in transforming the position as it transitioned into one that encompassed more of the quality and safety role.
- He promotes teamwork and has put forth a lot of effort in getting managers, providers, and employees engaged.
- Manager routinely demonstrates all of the above characteristics, as marked
- I think _____ could provide more leadership to our organization in its desire to sustain a high level of engagement if we empower him and are willing to follow.
- Need to continue to engage staff in team development and role clarification.

Business Acumen

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 Improvement) to green (Is a Role Model for Others).

Item	n	Avg	LOA	Needs Improvement	Could Benefit from Development	Performs as Expected	Is a Role Model for Others
28. Effectively troubleshoots customer business issues.	15	3.53	100.0	47%	53%		
29. Gathers essential customer data to align our products with their expectations.	15	3.67	100.0	33%	67%		
30. Knows how to use financial information to make an impact on the organization.	15	3.33	100.0	67%	33%		
31. Understands the dynamics of our industry.	15	3.20	86.7	13%	53%	33%	
32. Converses with customers and clients to get a better insight into their business needs.	15	3.40	100.0	60%	40%		
33. Exhibits behavior that is consistent with the vision, mission, and core values of the organization	15	3.20	86.7	13%	53%	33%	

Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration. The direction of change is indicated by a colored triangle.

Item	2025	2026	Change
28. Effectively troubleshoots customer business issues.	3.41	3.53	+0.12 ▲
29. Gathers essential customer data to align our products with their expectations.	3.59	3.67	+0.08 ▲
30. Knows how to use financial information to make an impact on the organization.	3.41	3.33	-0.08 ▼
31. Understands the dynamics of our industry.	3.18	3.20	+0.02 ▲
32. Converses with customers and clients to get a better insight into their business needs.	3.35	3.40	+0.05 ▲
33. Exhibits behavior that is consistent with the vision, mission, and core values of the organization	3.18	3.20	+0.02 ▲

Comments:

- He has positive energy, leads by example, and cares about teammates.
- The only constructive feedback that I would have for _____ is that it would be nice to have him "present" more often. There are times during 1:1 or group meetings where I feel that _____ is incredibly distracted and not taking in everything that the individual or team is saying; this is understandable given his current burden here.
- He is organized, kind, and extremely approachable.
- I appreciate the straight forward style of leadership _____ uses.
- I value and appreciate _____ very much.
- Always appreciate _____'s organized approach to coordinating service opportunities between departments

Cultural Awareness

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 Improvement) to green (Is a Role Model for Others).

Item	n	Avg	LOA	Needs Improvement	Could Benefit from Development	Performs as Expected	Is a Role Model for Others
34. Aware of their own cultural views.	15	3.27	93.3	7%	60%	33%	
35. Develops skills and attitudes to bridge cultural differences.	15	3.00	80.0	20%	60%	20%	
36. Demonstrates empathy and patience when navigating cross-cultural misunderstandings.	15	3.20	93.3	7%	67%	27%	
37. Understands how their own cultural background can impact the way they communicate and interact with others.	15	3.27	93.3	7%	60%	33%	
38. Willing to work with employees who have different cultural backgrounds.	15	3.27	86.7	13%	47%	40%	
39. Seeks to reduce obstacles in communication that might arise from cultural differences.	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	2025	2026	Change
34. Aware of their own cultural views.	2.88	3.27	+0.38 ▲
35. Develops skills and attitudes to bridge cultural differences.	3.18	3.00	-0.18 ▼
36. Demonstrates empathy and patience when navigating cross-cultural misunderstandings.	3.18	3.20	+0.02 ▲
37. Understands how their own cultural background can impact the way they communicate and interact with others.	3.35	3.27	-0.09 ▼
38. Willing to work with employees who have different cultural backgrounds.	3.24	3.27	+0.03 ▲
39. Seeks to reduce obstacles in communication that might arise from cultural differences.	3.59	3.13	-0.45 ▼

Comments:

- Increase in confidence. Being willing to lean into the uncomfortable.
- He inspires others by the manner in which he does his work and engages others.
- _____ gives me feedback good and indifferent.
- Professional Growth: _____ constantly strives to improve. He goes to lectures, seminars, and classes and learns from these.
- Crosstraining of staff will use initial extra money, but allow flexibility, from which the various departments within his scope, could ultimately benefit.
- He is fair, sets a good example, and I feel that he is very honest and has a great deal of integrity.

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?

- _____ is a strong leader & mentor.
- _____ stays focused on ways we can partner with departments throughout the organization to support our customers, service lines, and staff. Recently, _____ re-evaluated the positions in our office to realign the job duties with team members' strengths, as well as priorities for the office.
- _____ has made a lot of headway in transforming his team this last year. A number of changes to structure and job descriptions have been made.
- I think staff would respect _____ more as a leader in the department if he would adhere to meeting deadlines and be respectful of the amount of staff time required to keep bugging him to finish something.
- _____ pulls from the strengths of each of his staff. He utilizes them to the benefit of the department and to empower his employees to stay engaged and feel valued.
- He is open to suggestions given him that may improve our workflow processes and offers very good ideas and feedback when a problem or concern is brought to his attention.

What do you like best about working with this individual?

- _____ had a particularly challenging year with one individual. He remained professional and focused on making sure his customers were serviced despite the disruption caused by the staff member.
- I have worked with _____ on many projects over the years and have found each experience to be done in a professional, knowledgeable fashion.
- _____ has superb technical experience. I think he should take more advantage of department meetings to brief the team on his priorities and initiatives.
- He had done amazingly well considering all of the global threats to the product line.
- He maintains focus, displays confidence and is the definition of tenacity because he keeps [CompanyName]'s best interests always at center.
- I will always be grateful that he made a very unpleasant re-organization experience much less painful for me.

What do you like least about working with this individual?

- By looking outward and focusing on the needs of our community as well as best practices in other organizations, he aims to meet the needs of our customers and staff both today and in our future.
- He makes his expectations clear to his team, reviews the expectations regularly and will provide constructive feedback and offer opportunity for improvement to team members when needed.
- He won't settle for less.
- _____ has improved on his quick assessment of situations and as a result it has helped me improve also
- We rarely have team meetings. They are often canceled when scheduled and as a result we work as a group of individuals rather than a team.
- It shows that _____ takes pride in making his direct reports feel like they are doing good work and are valued members of the team.

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

- Sometimes you want a little more direction from _____, regarding how to do something, but as you work through the details of whatever is at hand you realize you knew the answers all along because you're the one working the process.
- He includes appropriate people in his decisions and follows through on decisions made.
- There are times that the customer's interest is overlooked because it is the way we have always done it.
- While encouraging folks to continue with their education, he is also continuing with his education.
- Under his leadership, the department teams have become very cohesive.
- _____ has done a wonderful job in supporting his team and making himself available.

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

- The department director should have the authority to lead the team toward the vision laid out by the VP.
- He is becoming more comfortable to deliver critical feedback.
- _____ is someone I have immense respect for. He is someone that I can turn to if I am having problems or concerns. Whenever I have concerns or frustrations, I feel that I can always ask _____ and get an honest response.
- _____ is extremely supportive of his staff with their assigned directors/managers. Several times during the budget process, questions arose from the director where they questioned how something had been budgeted or the process. He supported me by making time to go to the meetings with myself and the director. I greatly appreciated this.
- _____ is a very effective leader and a role model for other leaders.
- He is a strength that supports department morale and work flow.

Any final comments?

- I have observed that _____ has made some very good decisions with his leadership team this year. He values his team and sets clear expectations. He is a team player when working on projects or issues and he always responds promptly to requests for assistance.
- _____ has worked collaboratively with the Marketing, HR, Operations and Risk departments and many others while preparing for several transitions.
- He has taken his team to the next level.
- He is determined to improve her own skillset and knowledge. She is definitely an example in this area.
- Demonstrates an ability to remain focused on outcomes.
- Does above and beyond work consistently