

Feedback Results
Your CompanyName Here
2026

Sample Employee

Results Generated by HR-Survey

May 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.

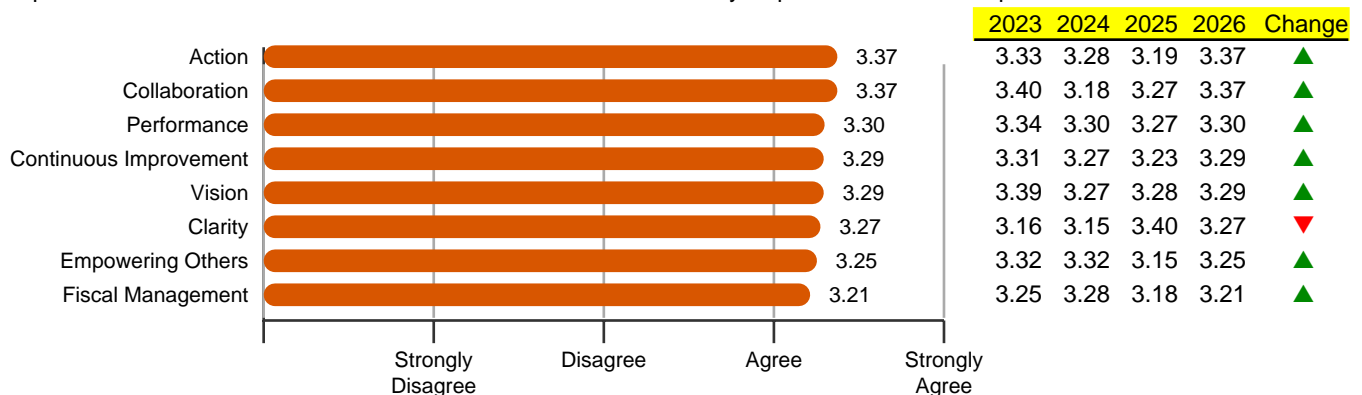
What to Do with Your Feedback

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

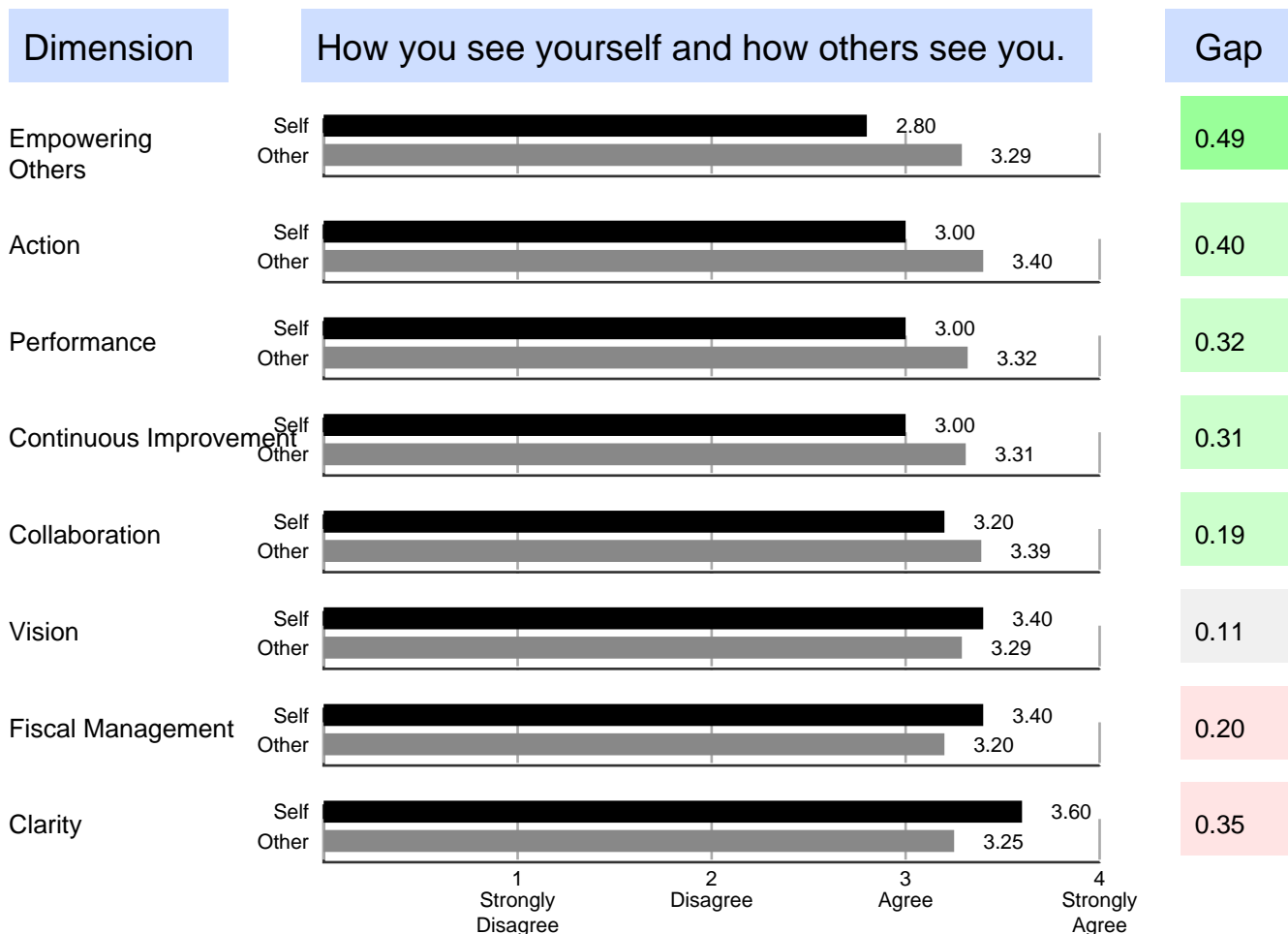
In this feedback process, the questionnaire items prompted respondents to evaluate specific behaviors and competencies recognized by COMPANY's present leaders. These behaviors and competencies are categorized into 8 principal dimensions of leadership.

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.



Performance

Performance is the consistent ability to deliver highquality results by applying strong discipline, motivation, and work ethic while upholding clear standards, realistic goals, and structured methods that guide daytoday execution. It reflects a manager's capacity to anticipate needs, manage time effectively, adapt quickly to changing conditions, and overcome obstacles through resourcefulness, resilience, and sound decisionmaking that keeps work moving forward. High performers communicate expectations clearly, delegate and adjust responsibilities intelligently, and maintain a calm, positive, solutionsfocused presence that strengthens accountability, builds momentum, and enables the team to operate at its best. Ultimately, Performance is demonstrated through steady followthrough, continuous improvement, and unwavering commitment to achieving departmental goals regardless of complexity, pressure, or competing demands.

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. Demonstrates steady effort and engagement across long, demanding projects.	15	3.20	86.7	13%	53%	33%	
2. Works well in this position.	15	3.33	100.0		67%	33%	
3. Identifies what needs to be done and takes action without waiting to be asked.	15	3.33	93.3	7%	53%	40%	
4. Navigates constraints to achieve strong results.	15	3.27	93.3	7%	60%	33%	
5. Uses optimism to create a constructive, forward-looking team environment.	14	3.21	85.7	14%	50%	36%	
6. Communicates goals and objectives to employees.	15	3.47	100.0		53%	47%	
7. Keeps a positive outlook even when conditions are uncertain or difficult.	15	3.40	93.3	7%	47%	47%	
8. Demonstrates resilience by quickly shifting from error recognition to corrective action.	15	3.20	86.7	13%	53%	33%	
9. Shows persistence and determination when progress is slow or obstacles arise.	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. Demonstrates steady effort and engagement across long, demanding projects.	3.20	3.20	3.00	3.20	+0.20 ▲
2. Works well in this position.	3.27	3.40	3.40	3.33	-0.07 ▼
3. Identifies what needs to be done and takes action without waiting to be asked.	3.40	3.40	3.27	3.33	+0.07 ▲
4. Navigates constraints to achieve strong results.	3.47	3.33	3.40	3.27	-0.13 ▼
5. Uses optimism to create a constructive, forward-looking team environment.	3.00	3.20	3.13	3.21	+0.08 ▲
6. Communicates goals and objectives to employees.	3.40	3.13	3.07	3.47	+0.40 ▲
7. Keeps a positive outlook even when conditions are uncertain or difficult.	3.40	3.20	3.33	3.40	+0.07 ▲
8. Demonstrates resilience by quickly shifting from error recognition to corrective action.	3.40	3.40	3.20	3.20	
9. Shows persistence and determination when progress is slow or obstacles arise.	3.53	3.40	3.60	3.27	-0.33 ▼

Action

Action reflects the ability to proactively address challenges, take initiative, and act decisively to drive results while fostering a culture of excellence and continuous improvement. It involves being resourceful, ambitious, and tenacious in overcoming obstacles, as well as responsive and preemptive in mitigating potential issues. Effective action includes delegating tasks appropriately, maintaining responsibility, and ensuring timely, results-oriented efforts to achieve goals with efficiency and innovation.

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. Regularly conducts preventative maintenance on the equipment.	15	3.20	93.3	7%	67%	27%	
11. Is the first to volunteer for assignments.	15	3.67	100.0		33%	67%	
12. Effectively makes decisions	15	3.40	93.3	7%	47%	47%	
13. Rapidly adapts to changes in the situation.	15	3.13	86.7	13%	60%	27%	
14. Effectively handles multiple complex issues simultaneously.	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
10. Regularly conducts preventative maintenance on the equipment.	3.33	3.47	3.27	3.20	-0.07 ▼
11. Is the first to volunteer for assignments.	3.40	3.40	3.27	3.67	+0.40 ▲
12. Effectively makes decisions	3.53	3.20	3.00	3.40	+0.40 ▲
13. Rapidly adapts to changes in the situation.	3.20	3.21	3.40	3.13	-0.27 ▼
14. Effectively handles multiple complex issues simultaneously.	3.20	3.13	3.00	3.47	+0.47 ▲

Collaboration

Collaboration is the process of fostering open communication, building trust-based relationships, and promoting a cooperative environment where information is shared freely and all team members contribute to shared goals. It involves active participation, consensus-building, and shared decision-making, ensuring diverse perspectives are valued while addressing challenges through teamwork and problem-solving. Strong collaboration is rooted in mutual respect, commitment, and the effective use of digital tools to enhance efficiency, minimize misunderstandings, and create a culture of transparency and innovation.

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. Has the confidence and trust of other partners.	15	3.53	100.0			47%	53%
16. Respects and utilizes diverse perspectives in addressing challenges.	15	3.47	93.3	7%	40%		53%
17. Engages with team members to build a collaborative work environment.	15	2.93	73.3	27%		53%	20%
18. Collaborates in group decision making.	15	3.40	93.3	7%	47%		47%
19. Works to create innovative ideas from the collaboration with others.	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. Has the confidence and trust of other partners.	3.67	3.27	3.20	3.53	+0.33 ▲
16. Respects and utilizes diverse perspectives in addressing challenges.	3.33	3.00	3.07	3.47	+0.40 ▲
17. Engages with team members to build a collaborative work environment.	3.40	3.20	3.33	2.93	-0.40 ▼
18. Collaborates in group decision making.	3.47	3.53	3.20	3.40	+0.20 ▲
19. Works to create innovative ideas from the collaboration with others.	3.13	2.87	3.53	3.53	

Empowering Others

Empowering individuals means granting them the freedom to make decisions and take ownership of their work. Allowing for flexibility in work hours or remote work arrangements empowers employees to manage their time effectively. Empowerment includes providing growth opportunities and encouraging employees to share their ideas, perspectives, and solutions.

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. Delegates meaningful responsibilities that signal trust and confidence.	15	3.47	100.0		53%	47%	
21. Allows subordinates to perform mission critical tasks.	15	3.00	80.0	20%	60%		20%
22. Is aware of the skill levels of employees and assigns tasks that are at the appropriate skill level.	15	3.53	100.0		47%	53%	
23. Gives employees important tasks to expand their career options.	15	3.13	86.7	13%	60%		27%
24. Allows employees to take training to increase their skill levels so that they can be more independent.	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. Delegates meaningful responsibilities that signal trust and confidence.	3.40	3.20	2.87	3.47	+0.60 ▲
21. Allows subordinates to perform mission critical tasks.	3.47	3.13	3.20	3.00	-0.20 ▼
22. Is aware of the skill levels of employees and assigns tasks that are at the appropriate skill level.	3.20	3.33	3.07	3.53	+0.47 ▲
23. Gives employees important tasks to expand their career options.	3.20	3.47	3.27	3.13	-0.13 ▼
24. Allows employees to take training to increase their skill levels so that they can be more independent.	3.33	3.47	3.33	3.13	-0.20 ▼

Continuous Improvement

Continuous Improvement is a disciplined, organizationwide commitment to elevating quality, efficiency, and reliability through sustained personal effort, empowered employees, and a culture that expects firsttimeright performance. It strengthens processes and systems by applying technical insight, datadriven analysis, Six Sigma methods, experimentation, and bestpractice standards to optimize operations and prevent issues before they occur. It thrives on crossfunctional collaboration, knowledge sharing, training, and supportive leadership that equips people to identify opportunities, solve problems, and meet evolving customer expectations. It relies on rigorous measurement, investigation, benchmarking, and resilient design to ensure improvements are validated, sustained, and aligned with bestinclass 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. Views continuous improvement as a core tenet of the department.	15	3.07	86.7	13%	67%	20%	
26. Standardizes best-practice methods to ensure consistent, high-efficiency execution across teams or shifts.	15	3.20	93.3	7%	60%	33%	
27. Creates a culture of knowledge sharing to facilitate continuous improvement.	15	3.40	93.3	7%	47%	47%	
28. Provides bonuses and incentives to employees for quality improvements.	15	3.60	93.3	7%	27%	67%	
29. Improves indices of employee satisfaction.	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	2023	2024	2025	2026	Change
25. Views continuous improvement as a core tenet of the department.	3.27	3.33	3.27	3.07	-0.20 ▼
26. Standardizes best-practice methods to ensure consistent, high-efficiency execution across teams or shifts.	3.53	3.33	3.33	3.20	-0.13 ▼
27. Creates a culture of knowledge sharing to facilitate continuous improvement.	3.20	3.33	2.93	3.40	+0.47 ▲
28. Provides bonuses and incentives to employees for quality improvements.	3.33	3.13	3.40	3.60	+0.20 ▲
29. Improves indices of employee satisfaction.	3.21	3.20	3.20	3.20	

Clarity

Is clear in written documents, public speaking, instructions, and performance evaluations.
Able to express ideas effectively.

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. Clearly explains responsibilities to individuals.	14	3.00	92.9	7%	79%	14%	
31. Clearly defines work objectives for employees.	15	3.33	93.3	7%	53%	40%	
32. Is clear about goals that need to be achieved.	14	3.29	100.0		71%	29%	
33. Communicates ideas and facts clearly and effectively in writing.	15	3.27	100.0		73%	27%	
34. Makes sure goals and objectives are clearly and thoroughly explained and understood.	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	2023	2024	2025	2026	Change
30. Clearly explains responsibilities to individuals.	2.87	3.27	3.07	3.00	-0.07 ▼
31. Clearly defines work objectives for employees.	3.13	3.07	3.47	3.33	-0.13 ▼
32. Is clear about goals that need to be achieved.	3.40	3.07	3.60	3.29	-0.31 ▼
33. Communicates ideas and facts clearly and effectively in writing.	3.07	3.33	3.33	3.27	-0.07 ▼
34. Makes sure goals and objectives are clearly and thoroughly explained and understood.	3.33	3.00	3.53	3.47	-0.07 ▼

Fiscal Management

Maintains appropriate financial controls and budgets.

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. Effectively manages appropriations, reporting, purchases, expenditures, payrolls, and staff.	15	3.13	86.7	13%	60%	27%	
36. Monitors expenses and verifies the need for items purchased.	15	3.20	93.3	7%	67%	27%	
37. Effective in using Company's resources.	15	3.33	93.3	7%	53%	40%	
38. Provides budgeting and accounting support to the Company.	15	3.07	86.7	13%	67%	20%	
39. Develops of the department's annual budget.	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
35. Effectively manages appropriations, reporting, purchases, expenditures, payrolls, and staff.	3.20	3.27	3.13	3.13	
36. Monitors expenses and verifies the need for items purchased.	3.53	3.20	3.33	3.20	-0.13 ▼
37. Effective in using Company's resources.	3.20	3.27	3.07	3.33	+0.26 ▲
38. Provides budgeting and accounting support to the Company.	3.13	3.40	3.33	3.07	-0.27 ▼
39. Develops of the department's annual budget.	3.20	3.27	3.00	3.33	+0.33 ▲

Vision

Vision is the ability to craft and communicate a compelling, aspirational direction that aligns people, strategy, and culture toward a shared future. It integrates foresight and problem identification to anticipate challenges, while translating long-term goals into actionable plans through both personal execution and team empowerment. Visionary leaders inspire and influence others by modeling consistency, celebrating progress, and fostering a growth-oriented environment that reflects organizational values. Through strategic clarity and motivational leadership, vision becomes a unifying force that drives innovation, alignment, and sustained 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
40. Envisions and articulates a clear path for the department's accelerated growth over the next year.	15	3.33	100.0		67%		33%
41. Leads with a growth-oriented mindset, driving innovation and expansion.	15	3.33	93.3	7%	53%		40%
42. Articulates the vision in a way that resonates with diverse stakeholders, adapting language to audience needs.	15	3.40	93.3	7%	47%		47%
43. Creates a vision that inspires experimentation, encouraging teams to explore new ideas aligned with the future direction.	15	3.13	86.7	13%	60%		27%
44. Is skilled at recognizing various issues that arise and formulates practical and strategic solutions to resolve them efficiently.	15	3.27	100.0		73%		27%

Time Comparisons by Item

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Item	2023	2024	2025	2026	Change
40. Envisions and articulates a clear path for the department's accelerated growth over the next year.	3.00	3.20	3.27	3.33	+0.07 ▲
41. Leads with a growth-oriented mindset, driving innovation and expansion.	3.47	3.20	2.93	3.33	+0.40 ▲
42. Articulates the vision in a way that resonates with diverse stakeholders, adapting language to audience needs.	3.27	3.53	3.13	3.40	+0.27 ▲
43. Creates a vision that inspires experimentation, encouraging teams to explore new ideas aligned with the future direction.	3.87	3.13	3.20	3.13	-0.07 ▼
44. Is skilled at recognizing various issues that arise and formulates practical and strategic solutions to resolve them efficiently.	3.33	3.27	3.87	3.27	-0.60 ▼