



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 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.

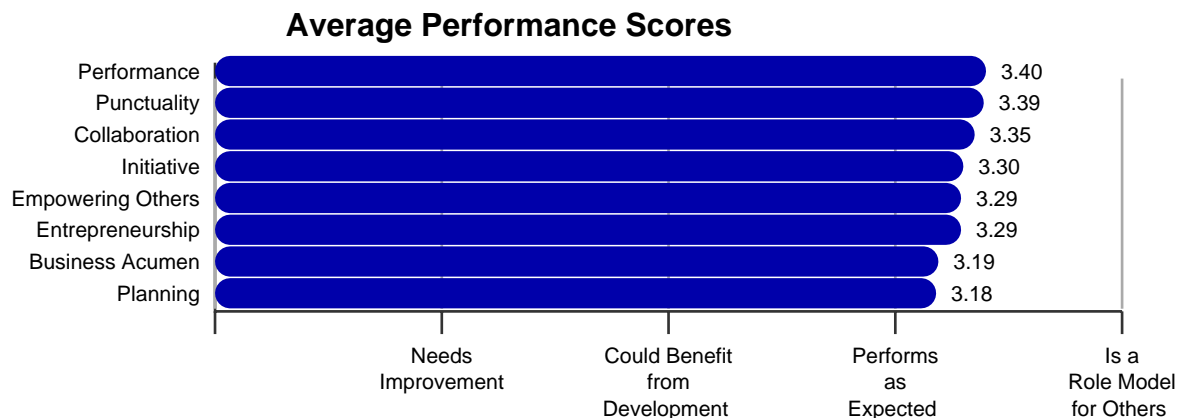
What to Do with Your Feedback

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

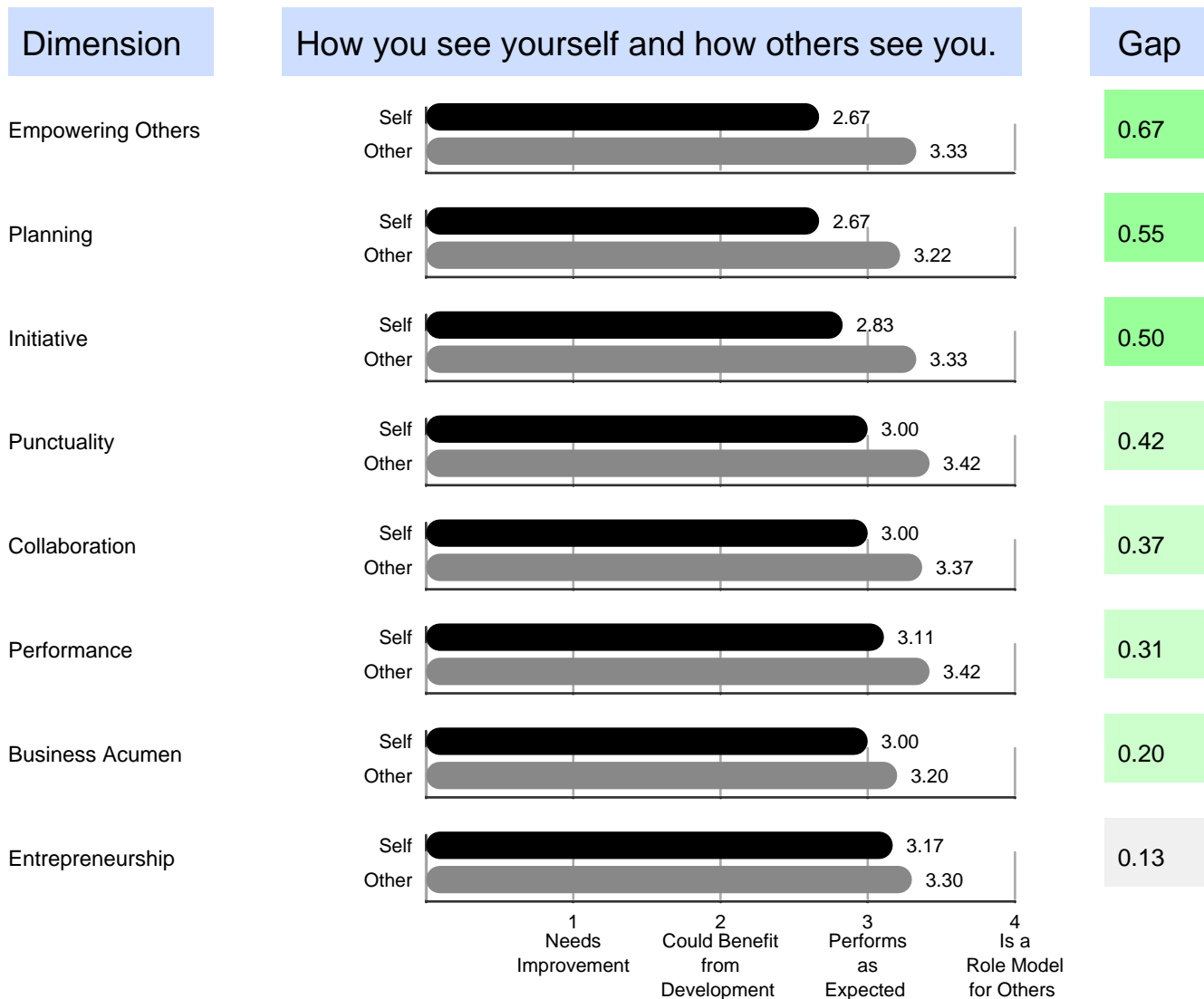
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 8 major dimensions of leadership.

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.



Performance

Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Needs 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. Effectively organizes resources and plans.	15	3.20	93.3	7%	67%		27%
2. Turns challenging environments into opportunities for the team to mobilize and deliver.	15	3.87	100.0	13%	87%		
3. Demonstrates resilience by quickly shifting from error recognition to corrective action.	15	3.33	93.3	7%	53%		40%
4. Approaches problems with curiosity rather than frustration.	15	3.60	93.3	7%	27%	67%	
5. Meets expectations with the same level of commitment, even when circumstances are challenging.	15	3.33	93.3	7%	53%		40%
6. Approaches challenges with a constructive, solutions-focused attitude.	15	3.20	93.3	7%	60%		33%
7. Encourages employees to take on responsibilities that strengthen weak performance areas.	15	3.20	86.7	13%	53%		33%
8. Stays focused and effective under pressure or uncertainty.	15	3.40	93.3	7%	47%		47%
9. Keeps commitments even when conditions become difficult.	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. Effectively organizes resources and plans.	3.29	3.20	-0.09 ▼
2. Turns challenging environments into opportunities for the team to mobilize and deliver.	3.65	3.87	+0.22 ▲
3. Demonstrates resilience by quickly shifting from error recognition to corrective action.	3.18	3.33	+0.16 ▲
4. Approaches problems with curiosity rather than frustration.	3.41	3.60	+0.19 ▲
5. Meets expectations with the same level of commitment, even when circumstances are challenging.	3.24	3.33	+0.10 ▲
6. Approaches challenges with a constructive, solutions-focused attitude.	3.24	3.20	-0.04 ▼
7. Encourages employees to take on responsibilities that strengthen weak performance areas.	3.41	3.20	-0.21 ▼
8. Stays focused and effective under pressure or uncertainty.	3.24	3.40	+0.16 ▲
9. Keeps commitments even when conditions become difficult.	3.18	3.47	+0.29 ▲

Comments:

- _____ is an outstanding leader and [CompanyName] is incredibly fortunate to have him on our team!
-

_____ is a respected leader and peer. He manages his unit well and his staff appear to high regard for him as their leader.

- I was excited to come on board under _____'s leadership when he hired me, and I began working here in March of this year.
- _____ makes a conscious effort to hire for talent while taking into consideration the candidate's educational preparation to best meet his current and future needs.
- _____ conducts himself with a high level of integrity and respects honesty and integrity in the people he works with.
- Although I have only reported to _____ for a couple of months, the quality of my work life" has improved greatly.

Initiative

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. Inspires others to perform above expectations.	15	3.47	93.3	7%	40%	53%	
11. Will continue to work on a problem even in the face of obstacles.	15	3.53	100.0		47%	53%	
12. Is a self-starter. Does not wait to be told to do something.	15	3.27	100.0		73%		27%
13. Acts on own initiative to improve the department outcomes.	15	3.33	100.0		67%		33%
14. Takes action to implement new changes in the policies and procedures.	15	3.13	86.7	13%	60%		27%
15. Takes appropriate actions to address problems or issues.	15	3.07	80.0	20%	53%		27%

Time Comparisons by Item

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Item	2025	2026	Change
10. Inspires others to perform above expectations.	3.35	3.47	+0.11 ▲
11. Will continue to work on a problem even in the face of obstacles.	3.47	3.53	+0.06 ▲
12. Is a self-starter. Does not wait to be told to do something.	3.47	3.27	-0.20 ▼
13. Acts on own initiative to improve the department outcomes.	3.35	3.33	-0.02 ▼
14. Takes action to implement new changes in the policies and procedures.	3.18	3.13	-0.04 ▼
15. Takes appropriate actions to address problems or issues.	3.00	3.07	+0.07 ▲

Comments:

- He is an educator to the organization on the value of a diverse culture at [CompanyName] and how the increased diversity and cultural sensitivity serves our customer population.
- I was impressed with the time he spent both working on the issue and with the individual. I believe these efforts will pay off.
- We are striving to meet best practice standards.
- He has established credibility and trust with all the directors and managers.
- _____ is doing a great job balancing a difficult position with requirements from his role and those from his director that do not always match.
- I appreciate his style and support.

Collaboration

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. Encourages open dialog and sharing of information among team members.	15	3.40	93.3	7%	47%	47%	
17. Creates a culture that encourages understanding and valuing diverse perspectives to effectively resolve conflicts.	15	3.27	93.3	7%	60%	33%	
18. Fosters a collaborative work environment where mutual inspiration leads to innovative problem-solving.	14	3.00	92.9	7%	79%	14%	
19. Willing to work with others to solve problems.	15	3.47	100.0		53%	47%	
20. Actively seeks opportunities to work with colleagues to address and resolve challenges.	15	3.40	93.3	7%	47%	47%	
21. Encourages team members to offer opinions and ideas.	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. Encourages open dialog and sharing of information among team members.	3.65	3.40	-0.25 ▼
17. Creates a culture that encourages understanding and valuing diverse perspectives to effectively resolve conflicts.	3.47	3.27	-0.20 ▼
18. Fosters a collaborative work environment where mutual inspiration leads to innovative problem-solving.	3.12	3.00	-0.12 ▼
19. Willing to work with others to solve problems.	3.59	3.47	-0.12 ▼
20. Actively seeks opportunities to work with colleagues to address and resolve challenges.	3.29	3.40	+0.11 ▲
21. Encourages team members to offer opinions and ideas.	3.35	3.53	+0.18 ▲

Comments:

- He is eager to learn and eager to share knowledge.
- Uses visual aids to communicate progress to your team.
- He has a keen ability to help staff look at situations from a different perspective to ensure staff are making informed decisions.
- He is truly a great example of Competency improvement as he continuously improves his skills and abilities.
- He is a strong leader and it will make his even stronger to listen to his employees. I would encourage him to listen more before reacting, his employees have good insight and will become more engaged.
- _____ is deeply invested in the Labor and Delivery unit and it is obvious that his focus is in making it the top choice for customers and employees.

Empowering 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 (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. Establishes goals that allow employees to operate independently in the field.	15	3.00	80.0	20%	60%		20%
23. Allows individuals to be responsible for their decisions.	15	2.87	80.0	20%	73%		7%
24. Supports the decisions of others.	15	3.47	100.0		53%		47%
25. Gives employees room to experiment, even if it means learning through failure.	15	3.67	100.0		33%		67%
26. Motivates and encourages employees to be successful in their jobs.	15	3.40	93.3	7%	47%		47%
27. Allows employees to participate in the workload of the department.	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. Establishes goals that allow employees to operate independently in the field.	3.00	3.00	
23. Allows individuals to be responsible for their decisions.	2.88	2.87	-0.02 ▼
24. Supports the decisions of others.	3.00	3.47	+0.47 ▲
25. Gives employees room to experiment, even if it means learning through failure.	3.76	3.67	-0.10 ▼
26. Motivates and encourages employees to be successful in their jobs.	3.53	3.40	-0.13 ▼
27. Allows employees to participate in the workload of the department.	3.12	3.33	+0.22 ▲

Comments:

- By applying vision, strategy and activation in his day to day decisions he inspires us to be the best leaders we can be.
- _____ gives me feedback good and indifferent.
- _____ makes a conscious effort to hire for talent while taking into consideration the candidate's educational preparation to best meet our current and future needs.
- He can fall behind on projects without providing timely feedback.
- _____ understands the nuances and complexities of managing a modern organization and is effective in articulating these complexities to staff with lucidity and grace.
- _____ is very professional in dealing with his peers and the staff.

Punctuality

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. Responds to requests for information in a timely manner.	15	3.53	100.0	47%	53%		
29. Starts meetings on time.	15	3.67	100.0	33%	67%		
30. Invoices clients on a timely basis.	15	3.33	100.0	67%	33%		
31. Avoids making personal phone calls during working hours.	15	3.20	86.7	13%	53%	33%	
32. Conducts appointments at scheduled start time.	15	3.40	100.0	60%	40%		
33. Starts the workday when scheduled.	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. Responds to requests for information in a timely manner.	3.41	3.53	+0.12 ▲
29. Starts meetings on time.	3.59	3.67	+0.08 ▲
30. Invoices clients on a timely basis.	3.41	3.33	-0.08 ▼
31. Avoids making personal phone calls during working hours.	3.18	3.20	+0.02 ▲
32. Conducts appointments at scheduled start time.	3.35	3.40	+0.05 ▲
33. Starts the workday when scheduled.	3.18	3.20	+0.02 ▲

Comments:

- _____ has stepped in to deal with the situation and resolve the concern. One area for growth is in the financial area.
- I know I can always count of _____ to offer his true opinion and be supportive in any efforts or initiatives I'm passionate about.
- Our organization is a better place because of his and his future focus.
- _____ is a perfect fit for the Manager role he is fair, consistent on keeping us working towards our goal of an excellent experience every time, always there for the team.
- _____ is a great listener and leader for the department.
- His great communication style allows him to draw in floor staff, other departments and individuals easily.

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
34. Converses with customers and clients to get a better insight into their business needs.	15	3.27	93.3	7%	60%	33%	
35. Exhibits behavior that is consistent with the vision, mission, and core values of the organization	15	3.00	80.0	20%	60%	20%	
36. Recognizes patterns and trends in the business.	15	3.20	93.3	7%	67%	27%	
37. Analyzes current business practices to make better informed decisions.	15	3.27	93.3	7%	60%	33%	
38. Gathers essential customer data to align our products with their expectations.	15	3.27	86.7	13%	47%	40%	
39. Weighs alternatives and selects practical solutions.	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. Converses with customers and clients to get a better insight into their business needs.	2.88	3.27	+0.38 ▲
35. Exhibits behavior that is consistent with the vision, mission, and core values of the organization	3.18	3.00	-0.18 ▼
36. Recognizes patterns and trends in the business.	3.18	3.20	+0.02 ▲
37. Analyzes current business practices to make better informed decisions.	3.35	3.27	-0.09 ▼
38. Gathers essential customer data to align our products with their expectations.	3.24	3.27	+0.03 ▲
39. Weighs alternatives and selects practical solutions.	3.59	3.13	-0.45 ▼

Comments:

- _____ is a great leader. His team has been through a lot of change. _____ is focused on building his team and helping them through the change.
- Don't work with him enough to observe the vast majority of these items.
- He is a very diligent hard worker.
- I think _____ is off to a very good start with the new division. He is engaging key players and helping form vision with his leadership team.
- Has one of the strongest work ethics I've ever encountered in a team member.
- 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.

Entrepreneurship

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
40. Builds enthusiasm and momentum around innovative concepts.	15	3.40	93.3	7%	47%	47%	
41. Pursues value-creating ideas even when they fall outside formal job boundaries.	15	3.33	93.3	7%	53%		40%
42. Sets business policies and procedures.	15	3.33	93.3	7%	53%		40%
43. Turns creative concepts into commercially successful ventures.	15	3.13	86.7	13%	60%		27%
44. Treats uncertainty as an opportunity to gather insight rather than a barrier.	15	3.00	86.7	13%	73%		13%
45. Seeks to grow their own 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	2025	2026	Change
40. Builds enthusiasm and momentum around innovative concepts.	3.29	3.40	+0.11 ▲
41. Pursues value-creating ideas even when they fall outside formal job boundaries.	3.29	3.33	+0.04 ▲
42. Sets business policies and procedures.	3.41	3.33	-0.08 ▼
43. Turns creative concepts into commercially successful ventures.	3.35	3.13	-0.22 ▼
44. Treats uncertainty as an opportunity to gather insight rather than a barrier.	3.18	3.00	-0.18 ▼
45. Seeks to grow their own skills.	3.35	3.53	+0.18 ▲

Comments:

- He has some challenges ahead, but as far as I can tell, we ALL want him to keep plugging away; he has our support!
- _____ has an opportunity to communicate more courteously when having to move through the bureaucracy within our organization, e.g. planning and program directives or policies and procedures.
- _____ is very detailed and has developed the ability to continually use data and the facts to support any process change or to celebrate the division successes. The division has seen a lot of transition and throughout this transition he has maintained an open line of communication and remained available to staff who have voiced concerns.
- I work with _____ regularly and see his interactions with other leaders frequently.
- _____ is a true transformational leader who focuses on developing the talents and interests of individual staff members. With six departments reporting to her, he has broadened his perspective from seeing individual departments, to visions of integrated teams that are customer centered.
- He is open to feedback and actively tries to improve.

Planning

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
46. Plans for how to allocate time to specific activities.	15	3.00	86.7	13%	73%		13%
47. Prioritizes plans based on a cost/benefit analysis.	15	3.20	93.3	7%	60%		33%
48. Develops an effective plan to guide the project.	15	3.20	93.3	7%	67%		27%
49. Assesses the risks of various strategic plans.	15	3.40	93.3	7%	47%		47%
50. Able to identify the needs of the department before a major change.	15	3.13	80.0	7%	13%	40%	40%
51. Understands the process for developing strategic plans for the organization.	14	3.14	92.9	7%	71%		21%

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
46. Plans for how to allocate time to specific activities.	3.24	3.00	-0.24 ▼
47. Prioritizes plans based on a cost/benefit analysis.	3.00	3.20	+0.20 ▲
48. Develops an effective plan to guide the project.	3.18	3.20	+0.02 ▲
49. Assesses the risks of various strategic plans.	3.35	3.40	+0.05 ▲
50. Able to identify the needs of the department before a major change.	3.29	3.13	-0.16 ▼
51. Understands the process for developing strategic plans for the organization.	3.24	3.14	-0.09 ▼

Comments:

- Shows curiosity.
- He collaborates with all departments and operates under shared governance.
- _____ has the knowledge and skill set needed and I have complete confidence that he can move [CompanyName] forward and achieve the goals set forth.
- _____ is a "One of a kind" He is a great manager.
- He has an open door policy and is available when needed.
- He has consistently been a strong advocate for me and my team.

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 willing to tackle performance situations and solicits feedback on how his team is doing.
- He is a fantastic resource.
- He has a broad vision across all spectrums of the dynamics within services, from the customers, to staff and managers.
- _____ is a great asset to our department. He is always available when issues arise & help is needed to solve problems.
- _____ is a very thoughtful, process-oriented leader and thinks through the best way to get desired outcomes. He introduced Basecamp to the team facilitating better project management systems within the department.
- I have observed _____ work with his staff and team on improvement activities. He has assigned "lead people to work on projects given their strengths. _____ does take action when there are employees who do not fit with the organization mission and values.

What do you like best about working with this individual?

- Unfortunately there has been inconsistency in actions and results.
- I feel he has my back and empowers me to make decisions in his absence ensuring he will have my back.
- Personality. Great Mentor and Leader. Talented.
- Even tempered with a wealth of experience, he has been quick to respond to issues when they arise and has managed to keep focused despite distractions.
- Improve on providing feedback.
- _____, more than anyone, takes what he's learned with Core Competencies and implements them.

What do you like least about working with this individual?

- Completes variance analysis and identifies corrective actions.
- It's a pleasure to work with _____ and his team. I believe this will really move [CompanyName] forward...in a very positive direction.
- He has been a great addition to the department in this area.
- _____ has the customer at the center of his work and really desires to do the work strategically and from a system, flow perspective.
- _____ is a great leader and is committed to his role here at [CompanyName]!
- He is respectful of the people he works with regardless of the level in the organization.

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

- Takes complete ownership of role and looks for ways to assist teammates.
- I like it when a supervisor checks-in with me on my work progress and takes the time to review my work(which _____ does and excellent job of). But when the opportunity arises, sometimes I like it when a supervisor takes the time to sit down with me on a project and workside-by-side to get to a solution.
- I enjoy working with _____ and look forward to future opportunities for collaboration.
- Provide and solicit more frequent feedback.
- _____ has been in a challenging role this past year with a lot of change and transitions.
- he is open and willing to share his vision for the team.

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

- He is fully engaged in his work and shares his professional goals and projects so his team is aware of what he is working on and how the work of each team members fits within the departmental goals.
- _____'s department has changed considerably over the last year, yet he still managed to serve his customers.
- _____ is a great director to work with because he listens to understand and he balances the business and the HR needs before making decisions or rushing to a judgment.
- Be being better organized. It would help with prioritizing.
- I have participated in multiple interviews with _____ and he is always clear that the individual selected be one with the right talents- not just skills.

- Has a "go getter" attitude!

Any final comments?

- Is reliable and keeps the team focused on the delivery of outcomes.
- Delegates often with little to no direction.
- _____ is a very effective communicator and I always felt very well informed as his direct report.
- _____ has done a great job of working with Directors to understand the current status of their staff's competency education and planning with them to ensure continued development He is extremely customer focused.
- Dependability, with whatever is needed.
- He has taken the proverbial "ball" and ran with it in a way that shows excellence in his endeavor.