

Feedback Results
Your CompanyName Here
2026

Sample Employee

Results Generated by HR-Survey

January 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.

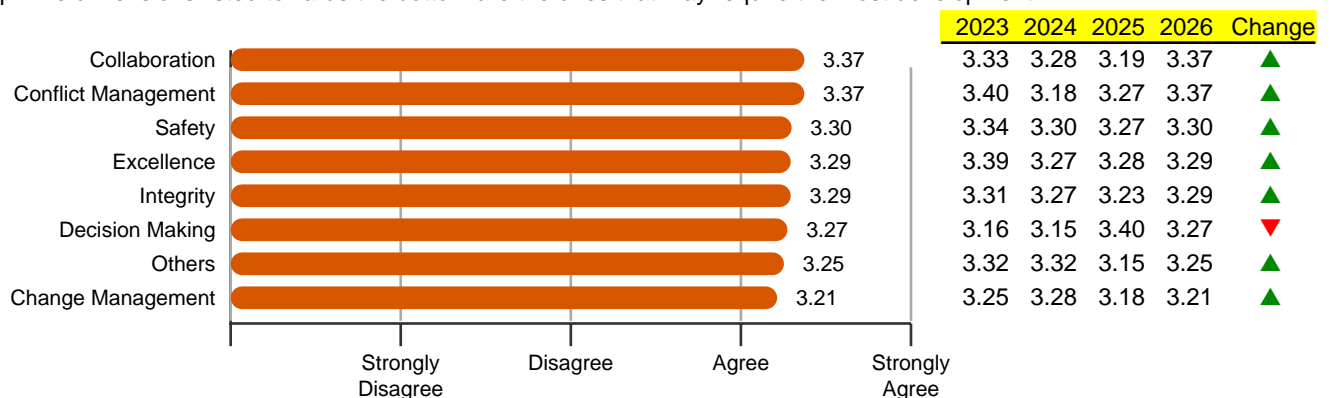
What to Do with Your Feedback

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

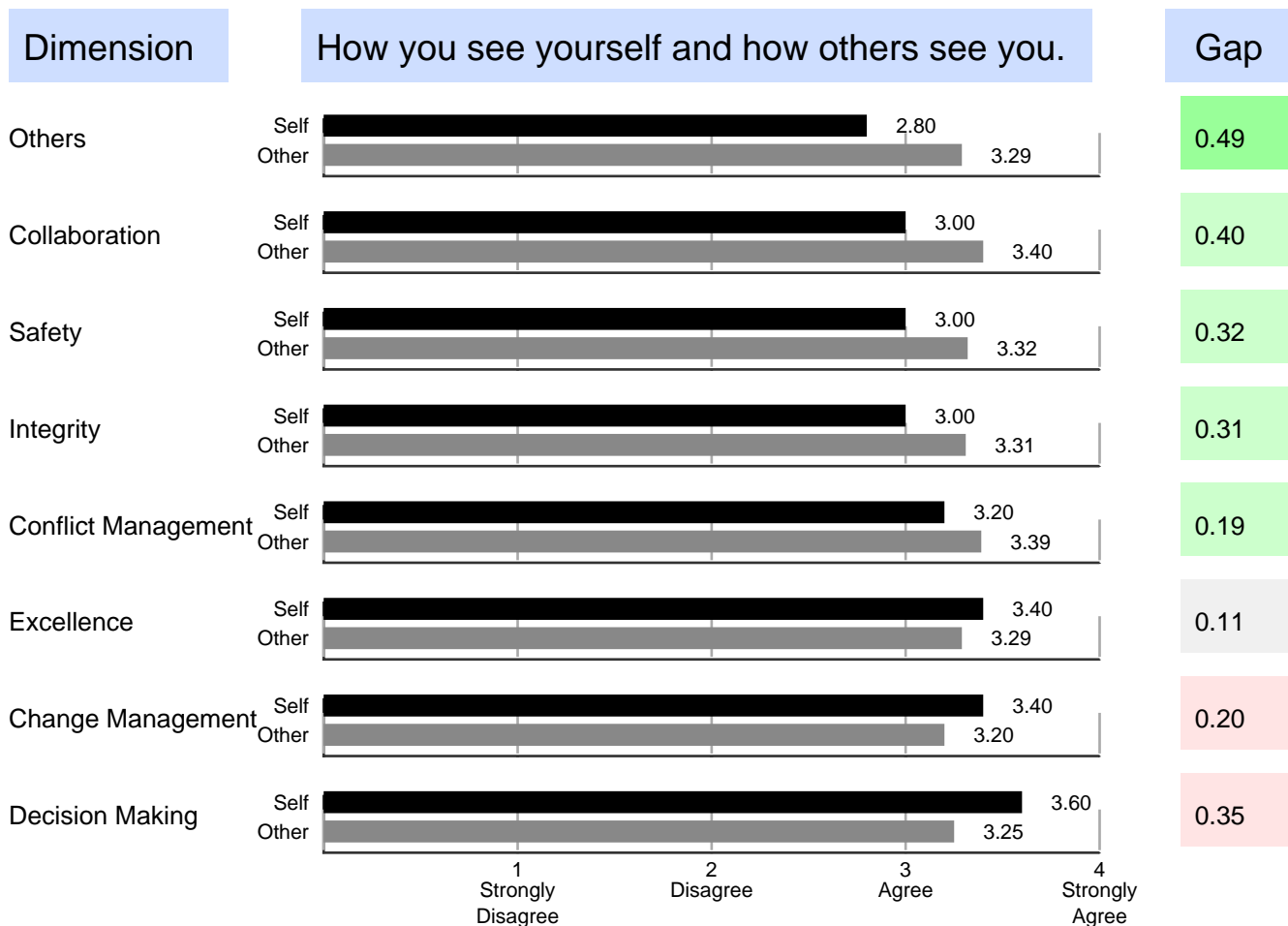
In this feedback process, the questionnaire items prompted respondents to evaluate specific behaviors and competencies recognized by COMPANY's present leaders. These behaviors and competencies are categorized into 8 principal dimensions of leadership.

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.



Safety

Safety is the integrated practice of leading, developing, and sustaining systems that protect people by aligning roles, processes, and policies with zero injury goals while continuously strengthening programs through thoughtful planning and improvement. It requires actively assessing work practices and environments, conducting inspections and audits, and using data, documentation, and communication to identify risks, ensure compliance, and drive corrective action. Safety also depends on building capability--evaluating training needs, providing instruction, modeling participation, and ensuring employees have the knowledge, equipment, and resources to work safely across all conditions, including hazardous materials and emergency scenarios. Ultimately, Safety is a collaborative, organizationwide commitment to preventing incidents, investigating causes, mitigating hazards, and preparing for recovery so that every employee can work in a safe, healthy, and resilient environment.

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. Coordinates with internal teams and external agencies to ensure alignment on disaster recovery plans. | 15 | 3.20 | 86.7 | 13% | 53% | 33% | |
| 2. Creates accurate and effective measures of safety. | 15 | 3.33 | 100.0 | | 67% | 33% | |
| 3. Collaborates with external auditors and insurance loss-control specialists to evaluate and improve safety practices and procedures. | 15 | 3.33 | 93.3 | 7% | 53% | 40% | |
| 4. Ensures employees successfully complete required training and certifications. | 15 | 3.27 | 93.3 | 7% | 60% | 33% | |
| 5. Creates and implements a zero-incident policy. | 14 | 3.21 | 85.7 | 14% | 50% | 36% | |
| 6. Assesses training needs before suggesting safety training. | 15 | 3.47 | 100.0 | | 53% | 47% | |
| 7. Builds workforce capability by developing employees' technical safety skills. | 15 | 3.40 | 93.3 | 7% | 47% | 47% | |
| 8. Provides safety guidelines for employees. | 15 | 3.20 | 86.7 | 13% | 53% | 33% | |
| 9. Supports safety programs and procedures. | 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. Coordinates with internal teams and external agencies to ensure alignment on disaster recovery plans. | 3.20 | 3.20 | 3.00 | 3.20 | +0.20 ▲ |
| 2. Creates accurate and effective measures of safety. | 3.27 | 3.40 | 3.40 | 3.33 | -0.07 ▼ |
| 3. Collaborates with external auditors and insurance loss-control specialists to evaluate and improve safety practices and procedures. | 3.40 | 3.40 | 3.27 | 3.33 | +0.07 ▲ |
| 4. Ensures employees successfully complete required training and certifications. | 3.47 | 3.33 | 3.40 | 3.27 | -0.13 ▼ |
| 5. Creates and implements a zero-incident policy. | 3.00 | 3.20 | 3.13 | 3.21 | +0.08 ▲ |
| 6. Assesses training needs before suggesting safety training. | 3.40 | 3.13 | 3.07 | 3.47 | +0.40 ▲ |
| 7. Builds workforce capability by developing employees' technical safety skills. | 3.40 | 3.20 | 3.33 | 3.40 | +0.07 ▲ |
| 8. Provides safety guidelines for employees. | 3.40 | 3.40 | 3.20 | 3.20 | |
| 9. Supports safety programs and procedures. | 3.53 | 3.40 | 3.60 | 3.27 | -0.33 ▼ |

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 |
|---|----|------|-------|-------------------|----------|-------|----------------|
| 10. Is a trustworthy and credible partner. | 15 | 3.20 | 93.3 | 7% | 67% | 27% | |
| 11. Encourages open dialog and sharing of information among team members. | 15 | 3.67 | 100.0 | | 33% | 67% | |
| 12. Uses group decision making. | 15 | 3.40 | 93.3 | 7% | 47% | 47% | |
| 13. Works with others to manage conflicts using a constructive approach. | 15 | 3.13 | 86.7 | 13% | 60% | 27% | |
| 14. Encourages collaboration with other departments. | 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. Is a trustworthy and credible partner. | 3.33 | 3.47 | 3.27 | 3.20 | -0.07 ▼ |
| 11. Encourages open dialog and sharing of information among team members. | 3.40 | 3.40 | 3.27 | 3.67 | +0.40 ▲ |
| 12. Uses group decision making. | 3.53 | 3.20 | 3.00 | 3.40 | +0.40 ▲ |
| 13. Works with others to manage conflicts using a constructive approach. | 3.20 | 3.21 | 3.40 | 3.13 | -0.27 ▼ |
| 14. Encourages collaboration with other departments. | 3.20 | 3.13 | 3.00 | 3.47 | +0.47 ▲ |

Conflict Management

Conflict Management is the ability to successfully resolve disputes by addressing core needs, clarifying roles and expectations, and fostering mutual understanding through active listening, empathy, and facilitative dialogue. It involves anticipating tensions, investigating root causes, and applying strategic, analytical, and creative approaches that promote compromise, common ground, and openness to change. By valuing diverse viewpoints and relationships, and reframing conflict as an opportunity for growth, managers build inclusive environments where collaboration thrives and resolution leads to lasting improvement.

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. Links conflict resolution to broader business goals, showing how resolving tension can unlock performance or market advantage. | 15 | 3.53 | 100.0 | | | 47% | 53% |
| 16. Promotes a culture that values diverse perspectives. | 15 | 3.47 | 93.3 | 7% | 40% | 47% | 53% |
| 17. Facilitates constructive dialog with stakeholders. | 15 | 2.93 | 73.3 | 27% | 47% | 20% | 53% |
| 18. Deals effectively with employee grievances. | 15 | 3.40 | 93.3 | 7% | 47% | 47% | 53% |
| 19. Recognizes and rewards changes from employees that contribute to conflict resolution and team harmony. | 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. Links conflict resolution to broader business goals, showing how resolving tension can unlock performance or market advantage. | 3.67 | 3.27 | 3.20 | 3.53 | +0.33 ▲ |
| 16. Promotes a culture that values diverse perspectives. | 3.33 | 3.00 | 3.07 | 3.47 | +0.40 ▲ |
| 17. Facilitates constructive dialog with stakeholders. | 3.40 | 3.20 | 3.33 | 2.93 | -0.40 ▼ |
| 18. Deals effectively with employee grievances. | 3.47 | 3.53 | 3.20 | 3.40 | +0.20 ▲ |
| 19. Recognizes and rewards changes from employees that contribute to conflict resolution and team harmony. | 3.13 | 2.87 | 3.53 | 3.53 | |

Others

Works well with other employees.

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. Forms working relationships with employees from other departments. | 15 | 3.47 | 100.0 | | 53% | 47% | |
| 21. Helpful | 15 | 3.00 | 80.0 | 20% | 60% | | 20% |
| 22. Supports the efforts of other employees in implementing solutions to problems. | 15 | 3.53 | 100.0 | | 47% | 53% | |
| 23. Is able to see issues from others' perspectives. | 15 | 3.13 | 86.7 | 13% | 60% | | 27% |
| 24. Works effectively with people from other departments. | 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. Forms working relationships with employees from other departments. | 3.40 | 3.20 | 2.87 | 3.47 | +0.60 ▲ |
| 21. Helpful | 3.47 | 3.13 | 3.20 | 3.00 | -0.20 ▼ |
| 22. Supports the efforts of other employees in implementing solutions to problems. | 3.20 | 3.33 | 3.07 | 3.53 | +0.47 ▲ |
| 23. Is able to see issues from others' perspectives. | 3.20 | 3.47 | 3.27 | 3.13 | -0.13 ▼ |
| 24. Works effectively with people from other departments. | 3.33 | 3.47 | 3.33 | 3.13 | -0.20 ▼ |

Integrity

Integrity is the unwavering commitment to core values, demonstrated through honesty, transparency, fairness, and ethical decisionmaking that sets a standard others feel compelled to follow. It earns trust by keeping commitments, maintaining confidentiality, supporting and respecting others, and consistently behaving in principled ways--even in small matters or when consequences are difficult. It requires accountability and selfregulation, including openly admitting mistakes, taking responsibility for outcomes, and ensuring actions align with stated values and organizational expectations. Integrity ultimately shows up through professionalism and leading by example, fostering strong interpersonal relationships and creating a culture where trust, excellence, and ethical conduct are the norm.

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. Fosters an environment built upon trust. | 15 | 3.07 | 86.7 | 13% | 67% | 20% | |
| 26. Shows respect for individuals by addressing any concerns or feedback directly with them rather than discussing them behind their backs. | 15 | 3.20 | 93.3 | 7% | 60% | 33% | |
| 27. Owns up to mistakes without needing to be asked. | 15 | 3.40 | 93.3 | 7% | 47% | 47% | |
| 28. Creates a culture where ethical behavior is the norm and where employees understand that all actions, no matter how small, matter. | 15 | 3.60 | 93.3 | 7% | 27% | 67% | |
| 29. Openly admits to errors and takes responsibility, showcasing dedication to integrity, transparency and ethical behavior. | 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. Fosters an environment built upon trust. | 3.27 | 3.33 | 3.27 | 3.07 | -0.20 ▼ |
| 26. Shows respect for individuals by addressing any concerns or feedback directly with them rather than discussing them behind their backs. | 3.53 | 3.33 | 3.33 | 3.20 | -0.13 ▼ |
| 27. Owns up to mistakes without needing to be asked. | 3.20 | 3.33 | 2.93 | 3.40 | +0.47 ▲ |
| 28. Creates a culture where ethical behavior is the norm and where employees understand that all actions, no matter how small, matter. | 3.33 | 3.13 | 3.40 | 3.60 | +0.20 ▲ |
| 29. Openly admits to errors and takes responsibility, showcasing dedication to integrity, transparency and ethical behavior. | 3.21 | 3.20 | 3.20 | 3.20 | |

Decision Making

Competence in decision making is the ability to confidently and decisively decide on a course of action after critically analyzing information, parameters and constraints. Informed decisions come from gathering information and viewing the choice from different perspectives. High quality decision making requires flexibility and openness as well as a careful evaluation of the costs and benefits.

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. Regularly evaluates information before making important decisions. | 14 | 3.00 | 92.9 | 7% | 79% | | 14% |
| 31. Evaluates both immediate outcomes and future effects to ensure sustainable choices. | 15 | 3.33 | 93.3 | 7% | 53% | | 40% |
| 32. Defines what constraints must be met for the decision making process. | 14 | 3.29 | 100.0 | | 71% | | 29% |
| 33. Maintains focus on the "big picture" when making decisions. | 15 | 3.27 | 100.0 | | 73% | | 27% |
| 34. Asks for additional information when making critical decisions. | 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. Regularly evaluates information before making important decisions. | 2.87 | 3.27 | 3.07 | 3.00 | -0.07 ▼ |
| 31. Evaluates both immediate outcomes and future effects to ensure sustainable choices. | 3.13 | 3.07 | 3.47 | 3.33 | -0.13 ▼ |
| 32. Defines what constraints must be met for the decision making process. | 3.40 | 3.07 | 3.60 | 3.29 | -0.31 ▼ |
| 33. Maintains focus on the "big picture" when making decisions. | 3.07 | 3.33 | 3.33 | 3.27 | -0.07 ▼ |
| 34. Asks for additional information when making critical decisions. | 3.33 | 3.00 | 3.53 | 3.47 | -0.07 ▼ |

Change Management

Change management is the structured approach to transitioning individuals, teams, and organizations from current practices to new processes by creating awareness, communicating vision, and establishing clear goals for change. It requires proactive planning, stakeholder involvement, coalition-building, and incentivizing adoption while addressing resistance and fostering agility in evolving environments. Through monitoring, adapting strategies, and providing support and training, effective change management ensures seamless implementation, long-term success, and sustained organizational growth.

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. Helps employees to view change as something positive for the organization. | 15 | 3.13 | 86.7 | 13% | 60% | 27% | |
| 36. Encourages staff to adapt to the new methods and procedures. | 15 | 3.20 | 93.3 | 7% | 67% | 27% | |
| 37. Is aware of changes in the work environment. | 15 | 3.33 | 93.3 | 7% | 53% | 40% | |
| 38. Assists others in understanding changes to the organization. | 15 | 3.07 | 86.7 | 13% | 67% | 20% | |
| 39. Conducts a market competitive analysis to determine where the organization may need to change to better meet the needs of the marketplace. | 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. Helps employees to view change as something positive for the organization. | 3.20 | 3.27 | 3.13 | 3.13 | |
| 36. Encourages staff to adapt to the new methods and procedures. | 3.53 | 3.20 | 3.33 | 3.20 | -0.13 ▼ |
| 37. Is aware of changes in the work environment. | 3.20 | 3.27 | 3.07 | 3.33 | +0.26 ▲ |
| 38. Assists others in understanding changes to the organization. | 3.13 | 3.40 | 3.33 | 3.07 | -0.27 ▼ |
| 39. Conducts a market competitive analysis to determine where the organization may need to change to better meet the needs of the marketplace. | 3.20 | 3.27 | 3.00 | 3.33 | +0.33 ▲ |

Excellence

Is excellent in performing their job duties and tasks.

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. Can be counted on to add value wherever they are involved. | 15 | 3.33 | 100.0 | | 67% | | 33% |
| 41. Is planful and organized. | 15 | 3.33 | 93.3 | 7% | 53% | | 40% |
| 42. Keeps themselves and others focused on constant improvement. | 15 | 3.40 | 93.3 | 7% | 47% | | 47% |
| 43. Demonstrates the functional or technical skills necessary to do their job. | 15 | 3.13 | 86.7 | 13% | 60% | | 27% |
| 44. Demonstrates the analytical skills to do their job. | 15 | 3.27 | 100.0 | | 73% | | 27% |

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| Item | 2023 | 2024 | 2025 | 2026 | Change |
|--|------|------|------|------|---------|
| 40. Can be counted on to add value wherever they are involved. | 3.00 | 3.20 | 3.27 | 3.33 | +0.07 ▲ |
| 41. Is planful and organized. | 3.47 | 3.20 | 2.93 | 3.33 | +0.40 ▲ |
| 42. Keeps themselves and others focused on constant improvement. | 3.27 | 3.53 | 3.13 | 3.40 | +0.27 ▲ |
| 43. Demonstrates the functional or technical skills necessary to do their job. | 3.87 | 3.13 | 3.20 | 3.13 | -0.07 ▼ |
| 44. Demonstrates the analytical skills to do their job. | 3.33 | 3.27 | 3.87 | 3.27 | -0.60 ▼ |