



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 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.

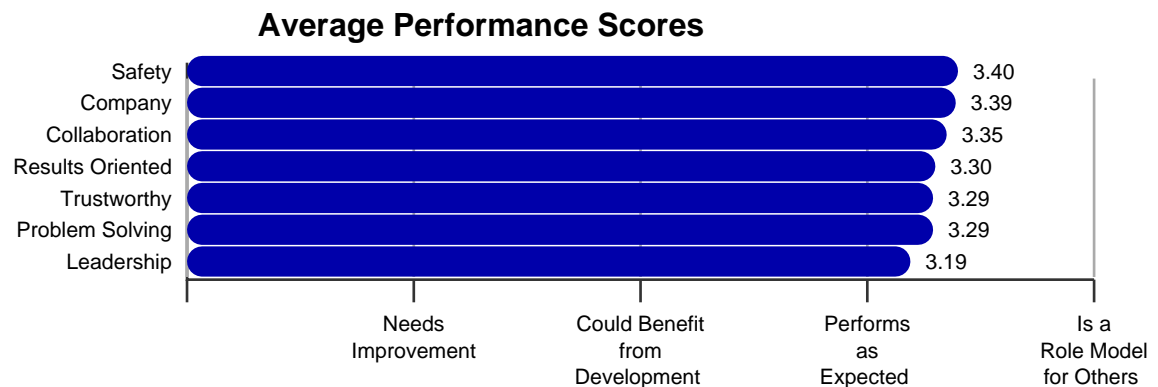
What to Do with Your Feedback

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

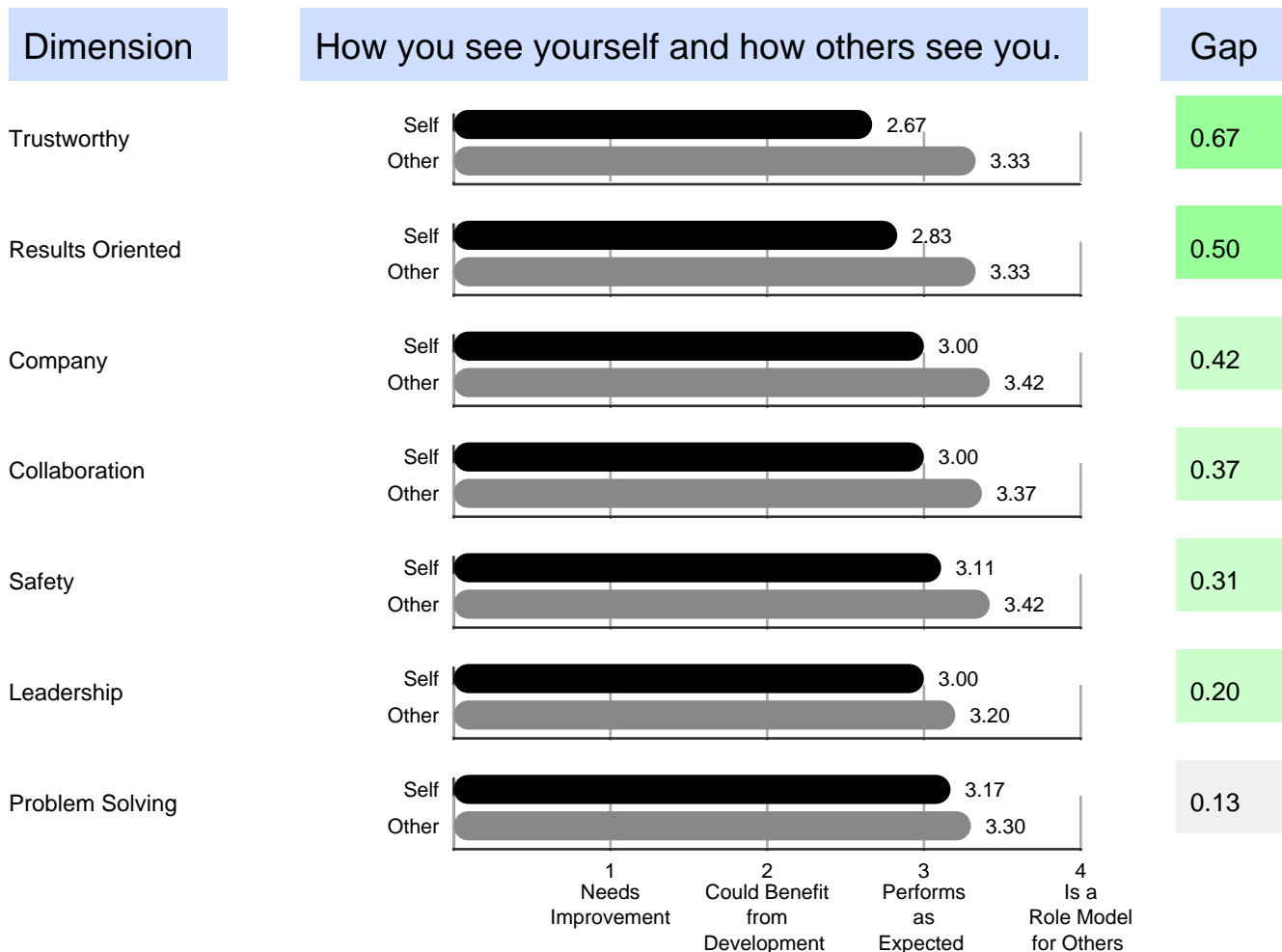
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 7 major dimensions of leadership.

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.



Safety

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. Ensures compliance with safety regulations.	15	3.20	93.3	7%	67%		27%
2. Investigates the root causes of safety incidents.	15	3.87	100.0	13%	87%		
3. Sets training goals for the department/organization.	15	3.33	93.3	7%	53%		40%
4. Maintains accurate records regarding safety incidents and accidents.	15	3.60	93.3	7%	27%	67%	
5. Conducts risk assessments to identify potential disaster scenarios and their impacts.	15	3.33	93.3	7%	53%		40%
6. Ensures others are able to work safely.	15	3.20	93.3	7%	60%		33%
7. Designs and delivers effective health and safety training programs.	15	3.20	86.7	13%	53%		33%
8. Assesses critical operations and identifies resources needed to maintain or restore them after a disaster.	15	3.40	93.3	7%	47%		47%
9. Ensures employees participate in the safety training process.	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. Ensures compliance with safety regulations.	3.29	3.20	-0.09 ▼
2. Investigates the root causes of safety incidents.	3.65	3.87	+0.22 ▲
3. Sets training goals for the department/organization.	3.18	3.33	+0.16 ▲
4. Maintains accurate records regarding safety incidents and accidents.	3.41	3.60	+0.19 ▲
5. Conducts risk assessments to identify potential disaster scenarios and their impacts.	3.24	3.33	+0.10 ▲
6. Ensures others are able to work safely.	3.24	3.20	-0.04 ▼
7. Designs and delivers effective health and safety training programs.	3.41	3.20	-0.21 ▼
8. Assesses critical operations and identifies resources needed to maintain or restore them after a disaster.	3.24	3.40	+0.16 ▲
9. Ensures employees participate in the safety training process.	3.18	3.47	+0.29 ▲

Comments:

- _____ excels in defining outcomes and expectations. He isn't afraid to make difficult decisions and is passionate about placing the right candidate with the right job. He is very effective in his communication. The thing I most appreciate about _____ is his enthusiasm about work, his dedication to teach others, and his passion to improve processes.
- I have not observed _____'s interaction with the members of his team. _____ consistently communicates openly in my interactions with him.

- Needs to focus on addressing individual employee shortcomings rather than applying corrections to the whole staff. A few words of praise now and then would go far. Very pleasant to work with however.
- _____'s diverse professional experiences allow him to bring new ideas to programs, as well as share past successes with others. He is not afraid to tackle change and strives to improve processes for organizational growth. His engaging communication style is welcomed by customers and the interdisciplinary team members.
- I believe that if more staff members in [CompanyName] had the opportunity to directly work with _____, our customer satisfaction scores will be out of the charts, because his expectations are clear, his communication is superb and there is a lot to learn from him.
- _____ is the right man for the job...there have been a couple of instances in which I feel that _____ has had tendency to lose staff or participants in his communication. To his merit, _____ will stop the conversation and clarify expectations or needs prior to moving forward.

Results Oriented

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. Uses data and metrics to evaluate performance and guide accountability conversations.	15	3.47	93.3	7%	40%	53%	
11. Has a strong result orientation.	15	3.53	100.0		47%	53%	
12. Prioritizes tasks based on impact and urgency to optimize resource allocation.	15	3.27	100.0		73%	27%	
13. Responds to changing events to maintain progress toward achieving results.	15	3.33	100.0		67%	33%	
14. Celebrates team achievements to reinforce a culture of excellence.	15	3.13	86.7	13%	60%	27%	
15. Sets benchmarks and milestones to measure progress toward the objectives.	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. Uses data and metrics to evaluate performance and guide accountability conversations.	3.35	3.47	+0.11 ▲
11. Has a strong result orientation.	3.47	3.53	+0.06 ▲
12. Prioritizes tasks based on impact and urgency to optimize resource allocation.	3.47	3.27	-0.20 ▼
13. Responds to changing events to maintain progress toward achieving results.	3.35	3.33	-0.02 ▼
14. Celebrates team achievements to reinforce a culture of excellence.	3.18	3.13	-0.04 ▼
15. Sets benchmarks and milestones to measure progress toward the objectives.	3.00	3.07	+0.07 ▲

Comments:

- Shared decision making, transparency in communication, and accountability have all contributed to an improved work environment.
- _____ could improve his communication style. He often does not clearly communicate his goals of a conversation or meeting and therefore doesn't always impart a clear vision for an particular outcome. Often after a meeting or conversation one can be left wondering what is the expectation of work to be completed.
- He sets a good example for personal growth.
- We are so lucky to have his a Manager. He is so attentive when anyone needs to talk to her, he is quick to respond to the needs of our unit or the individual.
- I his role as a director, I have seen _____ continually role modeling expectations that reflect a clear customer service focus resulting in the best customer experience.
- _____'s leadership far exceeds the expectations of this organization and is a style that should be recognized.

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. Avoids promoting a hyper competitive culture in favor of a more collaborative one.	15	3.40	93.3	7%	47%	47%	
17. Integrates digital tools to streamline the collaborative processes of Research and Development.	15	3.27	93.3	7%	60%	33%	
18. Encourages working together to achieve shared goals.	14	3.00	92.9	7%	79%	14%	
19. Participates in collaborative/team decision-making.	15	3.47	100.0		53%	47%	
20. Builds strong interpersonal relationships for more effective collaboration.	15	3.40	93.3	7%	47%	47%	
21. Creates an environment that encourages information sharing.	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. Avoids promoting a hyper competitive culture in favor of a more collaborative one.	3.65	3.40	-0.25 ▼
17. Integrates digital tools to streamline the collaborative processes of Research and Development.	3.47	3.27	-0.20 ▼
18. Encourages working together to achieve shared goals.	3.12	3.00	-0.12 ▼
19. Participates in collaborative/team decision-making.	3.59	3.47	-0.12 ▼
20. Builds strong interpersonal relationships for more effective collaboration.	3.29	3.40	+0.11 ▲
21. Creates an environment that encourages information sharing.	3.35	3.53	+0.18 ▲

Comments:

- I appreciate his dedication to the department employees.
- As mentioned above, good collaboration.
- _____ is a definite asset to the organization. He is a creative thinker and a strong leader.
- _____ is a wonderful collaborator and leader. It is a treat to be able to work with him.
- Resources are managed carefully with input sought and considered before applying those resources.
- He exhibits vision, compassion and high integrity in all of his work.

Trustworthy

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. Handles sensitive information with discretion and care.	15	3.00	80.0	20%	60%		20%
23. Consistently behaves in ways that reinforce trust.	15	2.87	80.0	20%	73%		7%
24. Builds and maintains the trust of others.	15	3.47	100.0		53%		47%
25. Sets the tone by demonstrating the behaviors others should emulate.	15	3.67	100.0		33%		67%
26. Owns decisions and their consequences, whether positive or negative.	15	3.40	93.3	7%	47%		47%
27. Treats all individuals with fairness, dignity, and respect.	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. Handles sensitive information with discretion and care.	3.00	3.00	
23. Consistently behaves in ways that reinforce trust.	2.88	2.87	-0.02 ▼
24. Builds and maintains the trust of others.	3.00	3.47	+0.47 ▲
25. Sets the tone by demonstrating the behaviors others should emulate.	3.76	3.67	-0.10 ▼
26. Owns decisions and their consequences, whether positive or negative.	3.53	3.40	-0.13 ▼
27. Treats all individuals with fairness, dignity, and respect.	3.12	3.33	+0.22 ▲

Comments:

- He has a way to make you always want to do better and be better. He has always been a very strong leader for the company.
- With his strengths as a specialist, he guides and allows for good collaborative discussion keeping the customer at the center.
- _____ is a valued member of the department.
- Definitely goes out of his way to involve the entire office in decisions that will affect us all.
- He provided coaching and support to improve this individual's performance.
- He has integrity, dependability, and a desire to constantly improve.

Company

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. Treats all employees equitably, regardless of role, background, or tenure.	15	3.53	100.0	47%	53%		
29. Maintains positive relationships between the [Company] and government agencies.	15	3.67	100.0	33%	67%		
30. Ensures that employees feel a sense of accomplishment and purpose.	15	3.33	100.0	67%	33%		
31. Provides a workspace that is comfortable and conducive to long hours of work.	15	3.20	86.7	13%	53%	33%	
32. Translates company-wide initiatives into actionable goals for the team.	15	3.40	100.0	60%	40%		
33. Ensures employees have all the tools and equipment needed to maintain production schedules.	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. Treats all employees equitably, regardless of role, background, or tenure.	3.41	3.53	+0.12 ▲
29. Maintains positive relationships between the [Company] and government agencies.	3.59	3.67	+0.08 ▲
30. Ensures that employees feel a sense of accomplishment and purpose.	3.41	3.33	-0.08 ▼
31. Provides a workspace that is comfortable and conducive to long hours of work.	3.18	3.20	+0.02 ▲
32. Translates company-wide initiatives into actionable goals for the team.	3.35	3.40	+0.05 ▲
33. Ensures employees have all the tools and equipment needed to maintain production schedules.	3.18	3.20	+0.02 ▲

Comments:

- _____ is the heart and soul of the pharmacy. He has great vision and he is always thinking of ways to improve our department and the services we provide to the customers. We have hired some great new managers that will help us move in a new direction in many areas.
- The progress with customer satisfaction within the division exemplifies _____'s leadership style. The Department has come a long way with _____ as manager and I admire the way _____ and _____ work together. _____ is clearly a leader in the organization...someone who does not shrink from the most difficult tasks. He is pushing himself to learn and grow at all times.
- I know he is busy, but the information requests or answers to emailed questions can slow things down. Communicate more directly and more often.
- Effective communication. If I am not executing a task in a timely fashion, I am not held accountable for it.
- Building relationships of trust to enhance safety is an important part of our approach.
- He is an excellent Manager!

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
34. Places trust in subordinates to succeed.	15	3.27	93.3	7%	60%		33%
35. Sets clear goals and objectives for subordinates.	15	3.00	80.0	20%	60%		20%
36. Gains commitment by persuasion.	15	3.20	93.3	7%	67%		27%
37. Inspires confidence by demonstrating conviction, authenticity, and passion for ideas.	15	3.27	93.3	7%	60%		33%
38. Provides employees with the authority and resources needed to make decisions within their roles.	15	3.27	86.7	13%	47%		40%
39. Encourages peer-to-peer feedback and open communication across the team.	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. Places trust in subordinates to succeed.	2.88	3.27	+0.38 ▲
35. Sets clear goals and objectives for subordinates.	3.18	3.00	-0.18 ▼
36. Gains commitment by persuasion.	3.18	3.20	+0.02 ▲
37. Inspires confidence by demonstrating conviction, authenticity, and passion for ideas.	3.35	3.27	-0.09 ▼
38. Provides employees with the authority and resources needed to make decisions within their roles.	3.24	3.27	+0.03 ▲
39. Encourages peer-to-peer feedback and open communication across the team.	3.59	3.13	-0.45 ▼

Comments:

- I really enjoy his mentorship.
- Take charge without being pushed to do so.
- People come and go in this organization and I can say with no reservation that _____ is a colleague I will miss the most when he retires.
- It shows that _____ takes pride in making his direct reports feel like they are doing good work and are valued members of the team.
- _____ is a great mentor and leader for his team. He recognizes the strengths that each of his team members bring to the organization and works to continue to develop those strengths. _____ also helps his team recognize areas of improvement and works to improve those areas as well.
- His time has been in huge demand on the [CompanyName] operations side, which has not allowed him to do as much professional development for himself that he would like.

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
40. Determines the order in which the action steps need to be completed including steps that may be dependent on others.	15	3.40	93.3	7%	47%	47%	
41. Analyzes alternatives and selects a course of action.	15	3.33	93.3	7%	53%	40%	
42. Measures the solution's impact on the desired outcomes and identifies any deviations from the expected performance.	15	3.33	93.3	7%	53%	40%	
43. Makes judgments based upon relevant information.	15	3.13	86.7	13%	60%	27%	
44. Has the ability to compare "best practice" performance to current situation and affect improvements.	15	3.00	86.7	13%	73%		13%
45. Clearly articulates expected outcomes and the current situation to foster a shared understanding of the problem among stakeholders.	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. Determines the order in which the action steps need to be completed including steps that may be dependent on others.	3.29	3.40	+0.11 ▲
41. Analyzes alternatives and selects a course of action.	3.29	3.33	+0.04 ▲
42. Measures the solution's impact on the desired outcomes and identifies any deviations from the expected performance.	3.41	3.33	-0.08 ▼
43. Makes judgments based upon relevant information.	3.35	3.13	-0.22 ▼
44. Has the ability to compare "best practice" performance to current situation and affect improvements.	3.18	3.00	-0.18 ▼
45. Clearly articulates expected outcomes and the current situation to foster a shared understanding of the problem among stakeholders.	3.35	3.53	+0.18 ▲

Comments:

- Increase in confidence. Being willing to lean into the uncomfortable.
- He is an exceptionally effective communicator which enables here visions to be more easily carried out.
- I know I can always count on _____ to be reliable and respond in a timely manner to my request.
- I value and appreciate _____ very much.
- The work we do is focused on the people so often that we forget to mention the entire reason is all about the customer.
- He's very good at his job, Service and relationship development are talents at which he excels. My constructive feedback would be for _____ to speak up more in meetings and be more forthcoming in groups and with other leaders with his thoughts and opinions. I know he has them as he does share them with me aside, but but I would encourage him to share them more broadly.

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?

- Shared decision making, transparency in communication, and accountability have all contributed to an improved work environment.
- I appreciate his dedication to the department employees.
- _____ has been involved in many interviews and offers great input and insight. Involves the team in decisions, which gives those involved a sense of ownership.
- Communicate regularly with the whole company, not just one department.
- _____ always has the customer at the center of focus.
- _____ defines outcomes clearly and sets expectations/timelines with regards to results. He facilitates conversations that include shared decision making and encourages collaboration and teamwork throughout the organization. He is very customer and system focused.

What do you like best about working with this individual?

- It is difficult with a small staff to assign roles that best use each employees strengths but have tried hard to learn the staff and their strengths.
- It is sometimes noticeable that he over empowers his team, not letting them learn from their mistakes. He focuses on many tiny details without encompassing the larger picture.
- _____ does a wonderful job of ensuring his department is meeting the needs of the organization and our community.
- _____ is one of the most responsible and committed directors in the organization. He does an excellent job serving his customers and following up to make sure they are satisfied.
- _____ has my back and breaks down the barriers when I let him know that need his support.
- Norm made an excellent choice by selecting _____ to lead [CompanyName].

What do you like least about working with this individual?

- He keeps focused on things that are important for his department to run smoothly.
- Despite the fact that _____ has experienced very few opportunities that would increase his engagement, he has remained dedicated to [CompanyName] and especially to his staff.
- _____ has also come down to help our department when we have been very busy and needed help.
- I am still learning how to work with _____ so sometimes I have at difficulty understanding where he is coming from and in the process of working through this it there is some uncertainty that is created.
- He has inspired a new meaning of professionalism in the time he has spent here and can be counted on to advocate for the profession in all he says and does.
- _____ is organized and thorough.

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

- _____ excels at customer service and keeping our team focused on the customer.
- Has a very good attitude which makes it a pleasure working environment. Stays organized and on top of most all issues that arise.
- _____ is a wonderful partner. He has been incredibly helpful as we have worked together this past year to investigate, resolve and move forward on a variety of Systems Integration issues.
- Be being better organized. It would help with prioritizing.
- _____ has an open door policy, when in the office, and encourages staff to set up appointments with his when he has many meetings throughout his week.
- Between leadership meetings, my masters program in leadership, and most recently my involvement in R&D, I am challenged to stretch and grow my skillset daily.

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

- He is well respected.
- _____ is very busy and it is sometimes difficult to find time with him to get the direction needed to move forward.
- Isn't afraid to ask the tough questions to get people to think outside of their box.
- I admire his ability to see the big picture (both within our walls and outside our walls).
- _____ teams with others to improve communication and process.
- _____'s leadership is very strong. He exhibits and very controlled sensibility about his own skills and professionalism.

Any final comments?

- Takes complete ownership of role and looks for ways to assist teammates.
- He is always looking to and listening to the staff for their and needs.
- _____ is dedicated to this organization, our customers and the employee's he manages. He is always striving for improvement in our department and makes changes where they are needed to achieve our goals.
- He values our feedback and takes our recommendations seriously.
- He looks at problems in a systematic way and asks for input prior to making decisions.
- _____ has implemented using certain times of the day for email. He is consistently encouraging staff to keep emails brief and too the point.