

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.

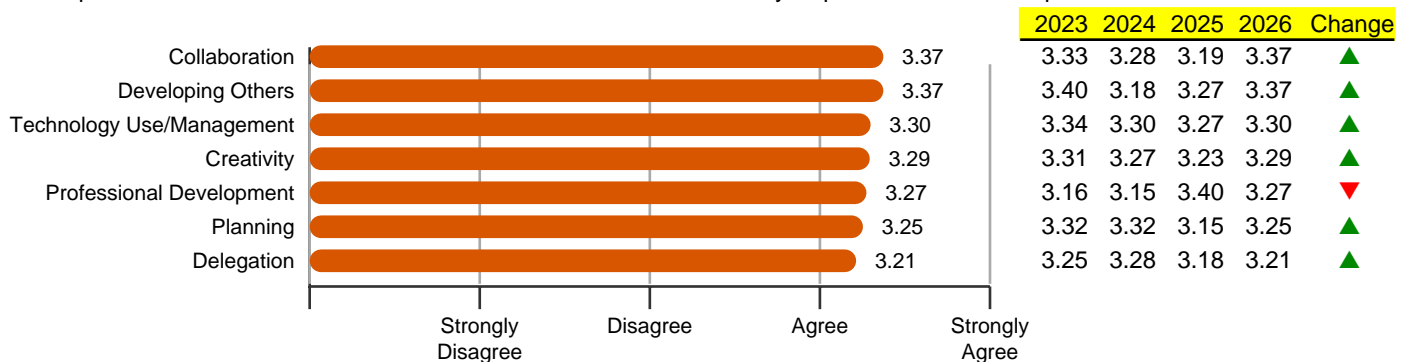
What to Do with Your Feedback

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

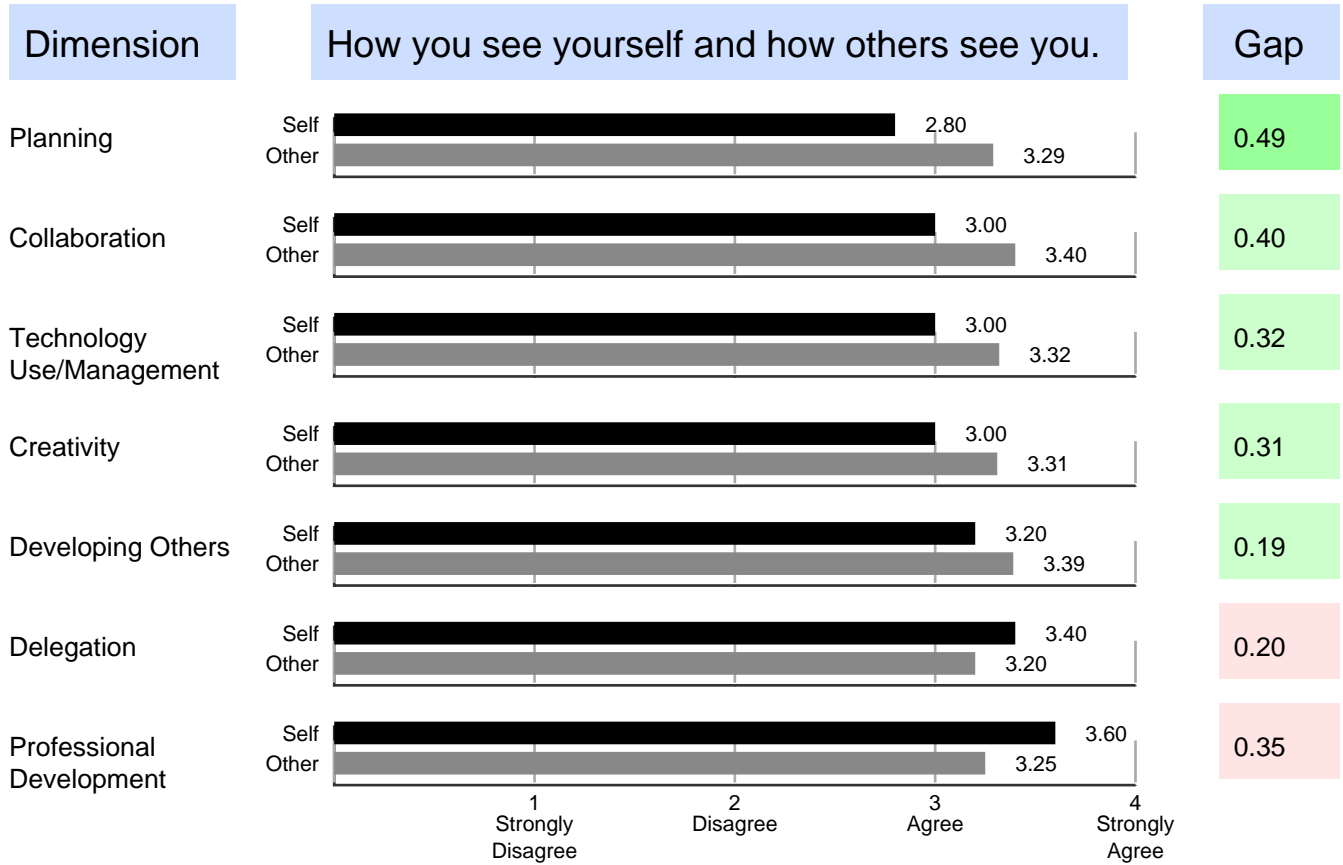
In this feedback process, the questionnaire items prompted respondents to evaluate specific behaviors and competencies recognized by COMPANY's present leaders. These behaviors and competencies are categorized into 7 principal dimensions of leadership.

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.



Technology Use/Management

Technology Use/Management is the ability to implement new technologies effectively while coordinating the human, technical, and organizational transitions required for successful change. It involves integrating systems and workflows across teams, evaluating options and risks, and applying analytical insight to ensure technology genuinely improves performance. It requires optimizing processes, governing technology use responsibly, allocating resources strategically, and measuring outcomes to ensure investments deliver meaningful ROI. It also includes developing staff capabilities, shaping a supportive digital culture, and aligning roles and training so employees can confidently adopt and sustain new tools.

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. Encourages knowledge sharing among staff to build collective technical capability, reducing reliance on single points of expertise.	15	3.20	86.7	13%	53%	33%	
2. Uses data to recommend scaling, modifying, or retiring technologies based on value delivered.	15	3.33	100.0		67%	33%	
3. Uses scenario analysis and forecasting tools to compare technology options when making strategic decisions.	15	3.33	93.3	7%	53%	40%	
4. Analyzes existing workflows to identify inefficiencies that can be improved through technology.	15	3.27	93.3	7%	60%	33%	
5. Benchmarks technology performance against industry standards or peer organizations, ensuring the organization remains competitive and aligned with best practices.	14	3.21	85.7	14%	50%	36%	
6. Identifies whether technology investments are producing expected operational or customer benefits.	15	3.47	100.0		53%	47%	
7. Ensures employees have the access, tools, and training needed to fully leverage available technologies.	15	3.40	93.3	7%	47%	47%	
8. Evaluates technology decisions through a strategic lens of scalability, adaptability, and competitive advantage.	15	3.20	86.7	13%	53%	33%	
9. Redefines technology use metrics and governance.	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. Encourages knowledge sharing among staff to build collective technical capability, reducing reliance on single points of expertise.	3.20	3.20	3.00	3.20	+0.20 ▲
2. Uses data to recommend scaling, modifying, or retiring technologies based on value delivered.	3.27	3.40	3.40	3.33	-0.07 ▼
3. Uses scenario analysis and forecasting tools to compare technology options when making strategic decisions.	3.40	3.40	3.27	3.33	+0.07 ▲
4. Analyzes existing workflows to identify inefficiencies that can be improved through technology.	3.47	3.33	3.40	3.27	-0.13 ▼
5. Benchmarks technology performance against industry standards or peer organizations, ensuring the organization remains competitive and aligned with best practices.	3.00	3.20	3.13	3.21	+0.08 ▲
6. Identifies whether technology investments are producing expected operational or customer benefits.	3.40	3.13	3.07	3.47	+0.40 ▲
7. Ensures employees have the access, tools, and training needed to fully leverage available technologies.	3.40	3.20	3.33	3.40	+0.07 ▲
8. Evaluates technology decisions through a strategic lens of scalability, adaptability, and competitive advantage.	3.40	3.40	3.20	3.20	
9. Redefines technology use metrics and governance.	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. Collaborates in time, effort, and expertise to help achieve success.	15	3.20	93.3	7%	67%	27%	
11. Is tactful, compassionate and sensitive to the needs of others.	15	3.67	100.0		33%	67%	
12. Builds consensus among team members.	15	3.40	93.3	7%	47%	47%	
13. Maintains strong relationships with suppliers to ensure quality standards are met.	15	3.13	86.7	13%	60%	27%	

Item	n	Avg	LOA	Strongly Disagree	Disagree	Agree	Strongly Agree
14. Collaborates across departmental boundaries and finds common ground with a wide range of stakeholders.	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. Collaborates in time, effort, and expertise to help achieve success.	3.33	3.47	3.27	3.20	-0.07 ▼
11. Is tactful, compassionate and sensitive to the needs of others.	3.40	3.40	3.27	3.67	+0.40 ▲
12. Builds consensus among team members.	3.53	3.20	3.00	3.40	+0.40 ▲
13. Maintains strong relationships with suppliers to ensure quality standards are met.	3.20	3.21	3.40	3.13	-0.27 ▼
14. Collaborates across departmental boundaries and finds common ground with a wide range of stakeholders.	3.20	3.13	3.00	3.47	+0.47 ▲

Developing Others

Training and developing members of the team/department.

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. Creates opportunities for professional development.	15	3.53	100.0		47%	53%	
16. Assesses employees' developmental needs.	15	3.47	93.3	7%	40%	53%	
17. Recognizes and celebrates accomplishments of others.	15	2.93	73.3	27%	53%	20%	
18. Creates a work environment that fosters positive feedback to employees.	15	3.40	93.3	7%	47%	47%	
19. Tries to ensure employees are ready to move to the next level.	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. Creates opportunities for professional development.	3.67	3.27	3.20	3.53	+0.33 ▲
16. Assesses employees' developmental needs.	3.33	3.00	3.07	3.47	+0.40 ▲
17. Recognizes and celebrates accomplishments of others.	3.40	3.20	3.33	2.93	-0.40 ▼
18. Creates a work environment that fosters positive feedback to employees.	3.47	3.53	3.20	3.40	+0.20 ▲
19. Tries to ensure employees are ready to move to the next level.	3.13	2.87	3.53	3.53	

Planning

Planning is a comprehensive process that integrates strategic foresight, organization, and adaptability to ensure efficient execution and resource utilization. It involves forecasting future needs, prioritizing tasks, managing logistics and time constraints, and adjusting strategies in response to evolving circumstances. Effective planning aligns departmental goals with stakeholder expectations while optimizing staffing, scheduling, and implementation to drive sustained success.

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. Determines the steps required for completion of a task.	15	3.47	100.0		53%	47%	
21. Determines the amount of materials/supplies needed for the project.	15	3.00	80.0	20%	60%	20%	
22. Understands the process for developing strategic plans for the organization.	15	3.53	100.0		47%	53%	
23. Open to input from others into the plan for development of the strategic plan.	15	3.13	86.7	13%	60%	27%	
24. Develops good plans used for logistics.	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. Determines the steps required for completion of a task.	3.40	3.20	2.87	3.47	+0.60 ▲
21. Determines the amount of materials/supplies needed for the project.	3.47	3.13	3.20	3.00	-0.20 ▼
22. Understands the process for developing strategic plans for the organization.	3.20	3.33	3.07	3.53	+0.47 ▲
23. Open to input from others into the plan for development of the strategic plan.	3.20	3.47	3.27	3.13	-0.13 ▼
24. Develops good plans used for logistics.	3.33	3.47	3.33	3.13	-0.20 ▼

Creativity

Creativity is the ability to generate original, valuable ideas by drawing on reflection, imagination, and continuous learning. It thrives in environments that are supportive, open to diverse perspectives, and structured to stimulate exploration, risk-taking, and thoughtful contemplation. Creative leaders not only develop their own ideas but also cultivate the creative potential of others through collaboration, inspiration, and cross-functional networking. True creativity adds value by producing innovative, unique solutions that are implemented, evaluated, and refined to solve real problems and drive meaningful impact.

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. Provides thoughtful feedback to refine and improve new ideas or products.	15	3.07	86.7	13%	67%	20%	
26. Applies newly acquired knowledge to generate original ideas.	15	3.20	93.3	7%	60%	33%	
27. Gives employees the freedom to experiment and take risks.	15	3.40	93.3	7%	47%	47%	
28. Creates imaginative prompts to inspire the team's idea generation.	15	3.60	93.3	7%	27%	67%	
29. Avoids over-scheduling to preserve space for imaginative exploration.	15	3.20	86.7	13%	53%	33%	

Time Comparisons by Item

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Item	2023	2024	2025	2026	Change
25. Provides thoughtful feedback to refine and improve new ideas or products.	3.27	3.33	3.27	3.07	-0.20 ▼
26. Applies newly acquired knowledge to generate original ideas.	3.53	3.33	3.33	3.20	-0.13 ▼
27. Gives employees the freedom to experiment and take risks.	3.20	3.33	2.93	3.40	+0.47 ▲
28. Creates imaginative prompts to inspire the team's idea generation.	3.33	3.13	3.40	3.60	+0.20 ▲
29. Avoids over-scheduling to preserve space for imaginative exploration.	3.21	3.20	3.20	3.20	

Professional Development

Improvement through specialized training and participating in advanced professional courses.

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. Demonstrate enthusiasm and a willingness to learn new skills and knowledge	14	3.00	92.9	7%	79%		14%
31. Seeks opportunities for continuous learning.	15	3.33	93.3	7%	53%		40%
32. Allows employees to fully participate in employee training and professional development.	14	3.29	100.0		71%		29%
33. Seeks opportunities for professional development.	15	3.27	100.0		73%		27%
34. Quickly acquire and apply new knowledge and skills when needed	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. Demonstrate enthusiasm and a willingness to learn new skills and knowledge	2.87	3.27	3.07	3.00	-0.07 ▼
31. Seeks opportunities for continuous learning.	3.13	3.07	3.47	3.33	-0.13 ▼
32. Allows employees to fully participate in employee training and professional development.	3.40	3.07	3.60	3.29	-0.31 ▼
33. Seeks opportunities for professional development.	3.07	3.33	3.33	3.27	-0.07 ▼
34. Quickly acquire and apply new knowledge and skills when needed	3.33	3.00	3.53	3.47	-0.07 ▼

Delegation

Delegation is the process by which a manager strategically assigns tasks by defining roles, identifying responsibilities, and selecting the right individuals based on their skills, expertise, and interests, ensuring that work aligns with business goals and fosters both productivity and engagement. Effective delegation involves clear communication, empowerment, and a balance between autonomy and supervision, allowing employees to take ownership while receiving the necessary support, resources, and guidance to succeed. Additionally, strong delegation promotes fair work distribution, career growth, and accountability, ensuring that assignments contribute to both employee development and organizational success while continuously assessing and refining delegation strategies for optimal outcomes.

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. Communicates how delegated tasks contribute to broader team or organizational success.	15	3.13	86.7	13%	60%	27%	
36. Assigns tasks to create learning opportunities for the employees.	15	3.20	93.3	7%	67%	27%	
37. Matches responsibilities to both skill and affinity.	15	3.33	93.3	7%	53%	40%	
38. Engages team members in defining tasks to enhance understanding and buy-in.	15	3.07	86.7	13%	67%	20%	
39. Matches assignments to employees' passions to enhance motivation and workplace satisfaction.	15	3.33	100.0		67%	33%	

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Item	2023	2024	2025	2026	Change
35. Communicates how delegated tasks contribute to broader team or organizational success.	3.20	3.27	3.13	3.13	
36. Assigns tasks to create learning opportunities for the employees.	3.53	3.20	3.33	3.20	-0.13 ▼
37. Matches responsibilities to both skill and affinity.	3.20	3.27	3.07	3.33	+0.26 ▲
38. Engages team members in defining tasks to enhance understanding and buy-in.	3.13	3.40	3.33	3.07	-0.27 ▼
39. Matches assignments to employees' passions to enhance motivation and workplace satisfaction.	3.20	3.27	3.00	3.33	+0.33 ▲