



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.

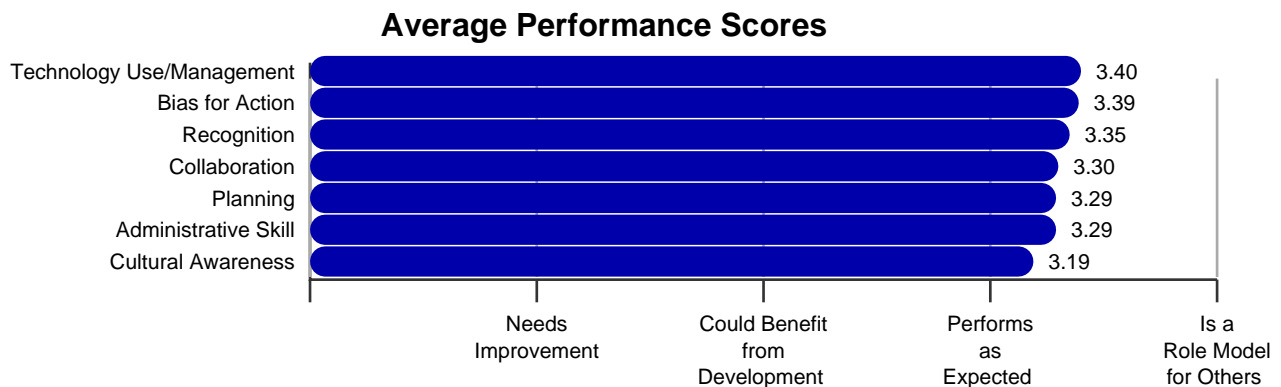
What to Do with Your Feedback

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

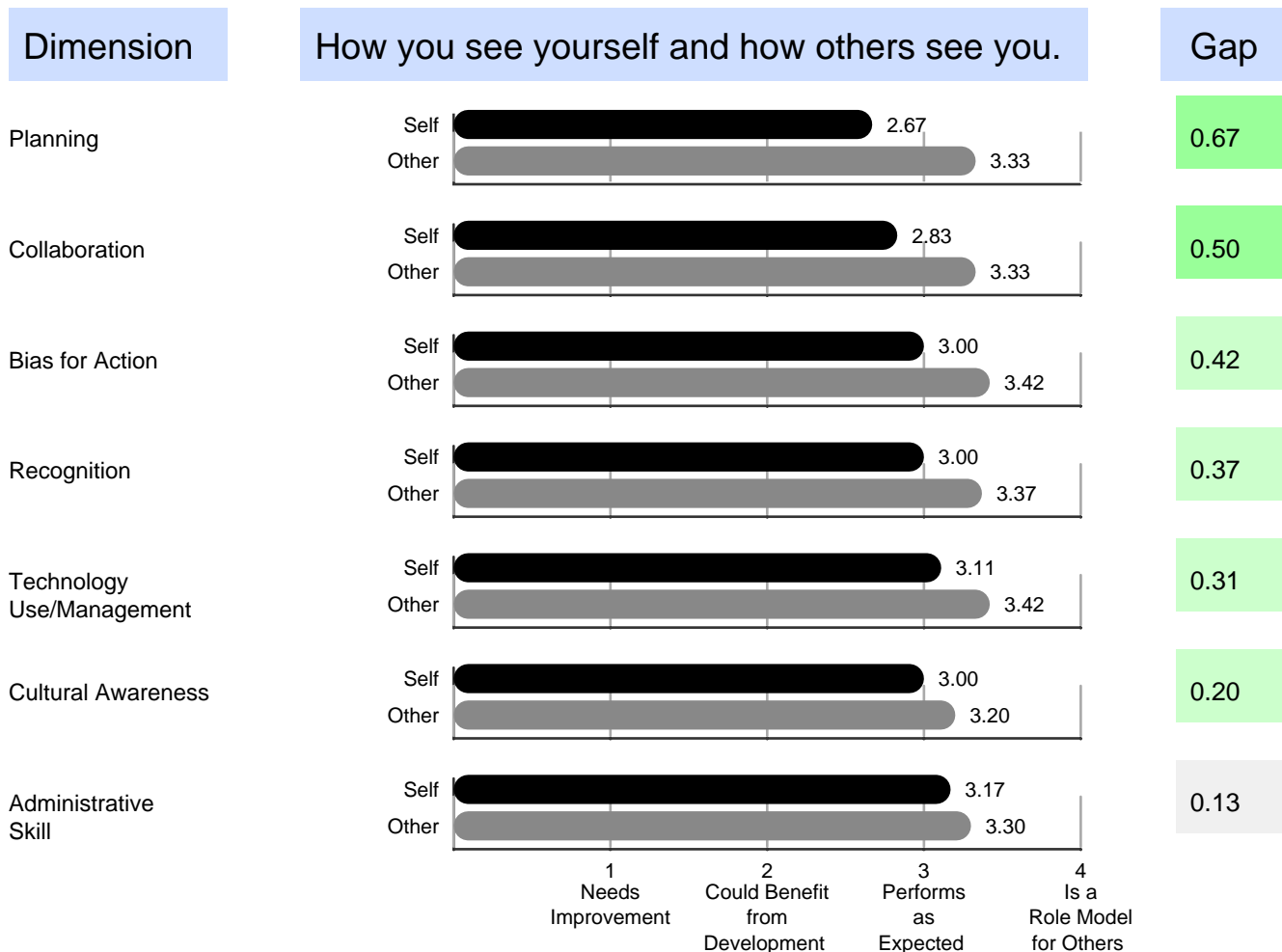
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 7 major dimensions of leadership.

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.



Technology Use/Management

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. Coordinates with HR, IT, and leadership to align change activities across the organization.	15	3.20	93.3	7%	67%		27%
2. Monitors technology usage to ensure compliance with security and access protocols.	15	3.87	100.0	13%	87%		
3. Plans for the full lifecycle of technology resources (including maintenance, upgrades, and sustainability costs) to ensure long-term reliability and performance.	15	3.33	93.3	7%	53%		40%
4. Quantifies the time savings, error reduction, or productivity gains resulting from new technologies and uses these insights to justify future investments.	15	3.60	93.3	7%	27%	67%	
5. Creates opportunities for staff to participate in technology pilots, evaluations, or design sessions.	15	3.33	93.3	7%	53%		40%
6. Frames technology adoption as a strategic opportunity rather than a burden.	15	3.20	93.3	7%	60%		33%
7. Prepares teams for transitions by outlining expected impacts on workflows, roles, and responsibilities.	15	3.20	86.7	13%	53%		33%
8. Identifies long-term business opportunities that can be unlocked through emerging technologies.	15	3.40	93.3	7%	47%		47%
9. Analyzes the feasibility, risks, and organizational readiness for adopting new technologies, including skills, processes, and cultural factors that influence successful implementation.	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. Coordinates with HR, IT, and leadership to align change activities across the organization.	3.29	3.20	-0.09 ▼
2. Monitors technology usage to ensure compliance with security and access protocols.	3.65	3.87	+0.22 ▲
3. Plans for the full lifecycle of technology resources (including maintenance, upgrades, and sustainability costs) to ensure long-term reliability and performance.	3.18	3.33	+0.16 ▲
4. Quantifies the time savings, error reduction, or productivity gains resulting from new technologies and uses these insights to justify future investments.	3.41	3.60	+0.19 ▲
5. Creates opportunities for staff to participate in technology pilots, evaluations, or design sessions.	3.24	3.33	+0.10 ▲
6. Frames technology adoption as a strategic opportunity rather than a burden.	3.24	3.20	-0.04 ▼

Item	2025	2026	Change
7. Prepares teams for transitions by outlining expected impacts on workflows, roles, and responsibilities.	3.41	3.20	-0.21 ▼
8. Identifies long-term business opportunities that can be unlocked through emerging technologies.	3.24	3.40	+0.16 ▲
9. Analyzes the feasibility, risks, and organizational readiness for adopting new technologies, including skills, processes, and cultural factors that influence successful implementation.	3.18	3.47	+0.29 ▲

Comments:

- _____ is trusting his team, and expecting high standards of behavior from all employees.
- Having had minimal interaction with _____'s team I am unable to respond to some of these questions. The few that I have had interaction with have been positive and have been good organizational fits.
- _____ is a great leader. He has excellent communication skills and has a wonderful leadership style.
- He puts the customer experience first and expects that from the staff as well. He has been a wonderful role model for the rest of the unit.
- _____ is very approachable and always willing to listen.
- _____ meets and exceeds all of these leadership roles.

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
10. Builds a culture of trust and mutual respect where team members are encouraged to value each other's contributions.	15	3.47	93.3	7%	40%	53%	
11. Works to get buy-in of individuals based on common good of business.	15	3.53	100.0		47%	53%	
12. Clarifies misunderstandings quickly to prevent confusion and keep collaborative work on track.	15	3.27	100.0		73%	27%	
13. Creates an environment that encourages information sharing.	15	3.33	100.0		67%	33%	
14. Seeks continuous improvement through the input from coworkers and staff.	15	3.13	86.7	13%	60%	27%	
15. Encourages team members to voice differing viewpoints and ensures those perspectives are heard and acknowledged.	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. Builds a culture of trust and mutual respect where team members are encouraged to value each other's contributions.	3.35	3.47	+0.11 ▲
11. Works to get buy-in of individuals based on common good of business.	3.47	3.53	+0.06 ▲
12. Clarifies misunderstandings quickly to prevent confusion and keep collaborative work on track.	3.47	3.27	-0.20 ▼
13. Creates an environment that encourages information sharing.	3.35	3.33	-0.02 ▼
14. Seeks continuous improvement through the input from coworkers and staff.	3.18	3.13	-0.04 ▼
15. Encourages team members to voice differing viewpoints and ensures those perspectives are heard and acknowledged.	3.00	3.07	+0.07 ▲

Comments:

- He consistently conducts himself with professionalism and represents our unit well.
- _____ makes a concerted effort to ensure that the right people are in the right jobs.
- He recognizes strengths by allowing/encouraging his managers to form and shape their performance in accord with their talents.
- _____'s one weakness (but improving) is making sure all the correct team members have input towards decisions. Part of that may be due to a learning curve in his new position.
- _____ Constantly encourages collaboration with all departments and [CompanyName] as a whole.
- _____ has transitioned into the interim role with ease. . .it seems to have been a smooth transition for staff as well.

Recognition

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. Creates special access moments (such as lunch with senior leaders or participation in strategic discussions) to honor exceptional contributions.	15	3.40	93.3	7%	47%	47%	
17. Develops and maintains a standardized recognition process that outlines when, how, and for whom recognition activities occur throughout the year.	15	3.27	93.3	7%	60%	33%	
18. Implements formal and informal recognition practices within the department.	14	3.00	92.9	7%	79%	14%	
19. Implements a pilot program to test recognition initiatives before rolling them out to the general employee population.	15	3.47	100.0		53%	47%	
20. Creates awards that promote or recognize core values of the company.	15	3.40	93.3	7%	47%	47%	
21. Includes employees in important communications/messages/teams as a form of recognition for doing good work.	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. Creates special access moments (such as lunch with senior leaders or participation in strategic discussions) to honor exceptional contributions.	3.65	3.40	-0.25 ▼
17. Develops and maintains a standardized recognition process that outlines when, how, and for whom recognition activities occur throughout the year.	3.47	3.27	-0.20 ▼
18. Implements formal and informal recognition practices within the department.	3.12	3.00	-0.12 ▼
19. Implements a pilot program to test recognition initiatives before rolling them out to the general employee population.	3.59	3.47	-0.12 ▼
20. Creates awards that promote or recognize core values of the company.	3.29	3.40	+0.11 ▲
21. Includes employees in important communications/messages/teams as a form of recognition for doing good work.	3.35	3.53	+0.18 ▲

Comments:

- 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 supported me through some tough contract negotiations and he is the consummate professional.
- He is always looking to and listening to the staff for their and needs.
- _____ is so attentive to the needs of our department and to the needs of individuals.
- He can be friendly and does care about people. However he can be dismissive of ideas he does not agree with. It's possible that he is unaware of how strongly he comes across and how the simple fact of being a vice president can amplify people's perceptions of his actions and behaviors.
-

Always has a positive, cheerful, and strong attitude.

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
22. Able to look ahead (beyond the present) when addressing the work/needs of the department.	15	3.00	80.0	20%	60%		20%
23. Initiates the planning process by defining the scope of the project.	15	2.87	80.0	20%	73%		7%
24. Determines what supplies/equipment will be needed for the job.	15	3.47	100.0		53%		47%
25. Develops strategic plans for ensuring competitiveness in the marketplace.	15	3.67	100.0		33%		67%
26. Creates effective project plans.	15	3.40	93.3	7%	47%		47%
27. Anticipates obstacles and ways to overcome them.	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. Able to look ahead (beyond the present) when addressing the work/needs of the department.	3.00	3.00	
23. Initiates the planning process by defining the scope of the project.	2.88	2.87	-0.02 ▼
24. Determines what supplies/equipment will be needed for the job.	3.00	3.47	+0.47 ▲
25. Develops strategic plans for ensuring competitiveness in the marketplace.	3.76	3.67	-0.10 ▼
26. Creates effective project plans.	3.53	3.40	-0.13 ▼
27. Anticipates obstacles and ways to overcome them.	3.12	3.33	+0.22 ▲

Comments:

- _____ seems to have good knowledge and awareness of the strengths and talents of his staff (as well as their weaknesses).
- I am grateful for the knowledge, understanding and significant expertise he brings to the team, especially as it pertains to the big picture organizational issues whether it is regarding industry reform, financial information, or other broad topics, he always seems to have an understanding that many other leaders do not have or cannot articulate in the same way _____ can.
- Since we all have things we need to be aware of, he is protective and proud of his staff, which can make it difficult to have true conversations about performance outcomes and process improvement opportunities. He may want to be aware of this when asking for feedback.
- _____ has a calm and professional style.
- _____, more than most, takes what we've learned and implements changes.
- Ask questions to understand what is being asked. Confidence can be a double edged sword so be careful in making conclusions when unclear.

Bias for Action

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. Sets high expectations on results for themselves and their teams, constantly pushing for excellence.	15	3.53	100.0	47%	53%		
29. Gets the team to initially complete small tasks to boost their confidence and motivation to take on bigger challenges.	15	3.67	100.0	33%	67%		
30. Completes even the smallest of tasks to avoid causing any delay in the project.	15	3.33	100.0	67%	33%		
31. Develops contingency plans for various scenarios, ensuring the team is prepared for different outcomes.	15	3.20	86.7	13%	53%	33%	
32. Completes work on time	15	3.40	100.0	60%	40%		
33. Works across organizational lines and boundaries to attain goals.	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. Sets high expectations on results for themselves and their teams, constantly pushing for excellence.	3.41	3.53	+0.12 ▲
29. Gets the team to initially complete small tasks to boost their confidence and motivation to take on bigger challenges.	3.59	3.67	+0.08 ▲
30. Completes even the smallest of tasks to avoid causing any delay in the project.	3.41	3.33	-0.08 ▼
31. Develops contingency plans for various scenarios, ensuring the team is prepared for different outcomes.	3.18	3.20	+0.02 ▲
32. Completes work on time	3.35	3.40	+0.05 ▲
33. Works across organizational lines and boundaries to attain goals.	3.18	3.20	+0.02 ▲

Comments:

- He has worked closely with me relating to some personnel issues this last year and has provided a lot of support to me.
- He was wonderful to work with, and I have a great deal of confidence and trust in his as a professional, a leader, and a colleague.
- _____ has improved in all of the areas identified as needing improvement. However staff report that he can still be difficult at times.
- _____ is able to manage an ever-changing work load. His time management has improved over the last year, to promote a work-life balance.
- His great communication style allows him to draw in floor staff, other departments and individuals easily.
- _____'s office staff each have their own personalities and he effectively communicates with all of them.

Cultural Awareness

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. Respects others regardless of age, race, gender, nationality, or disability.	15	3.27	93.3	7%	60%	33%	
35. Develops skills and attitudes to bridge cultural differences.	15	3.00	80.0	20%	60%	20%	
36. Promotes continuous learning about customs, traditions, and workplace etiquette.	15	3.20	93.3	7%	67%	27%	
37. Publicly acknowledges cultural contributions and achievements in team settings.	15	3.27	93.3	7%	60%	33%	
38. Seeks knowledge and information about other cultures.	15	3.27	86.7	13%	47%	40%	
39. Aware of their own cultural views.	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. Respects others regardless of age, race, gender, nationality, or disability.	2.88	3.27	+0.38 ▲
35. Develops skills and attitudes to bridge cultural differences.	3.18	3.00	-0.18 ▼
36. Promotes continuous learning about customs, traditions, and workplace etiquette.	3.18	3.20	+0.02 ▲
37. Publicly acknowledges cultural contributions and achievements in team settings.	3.35	3.27	-0.09 ▼
38. Seeks knowledge and information about other cultures.	3.24	3.27	+0.03 ▲
39. Aware of their own cultural views.	3.59	3.13	-0.45 ▼

Comments:

- He leads by example.
- He continually ties things back to the department, and has made a great effort to engage staff through CIO lunches, brown bags, and events.
- He make sure the team effort not only succeed on paper.
- Does above and beyond work consistently
- He does talk using technical language (Information Technology) but will explain what he means if I don't understand.
- _____ Communicated well with his staff, as we define our new roles _____ is always there to give us direction.

Administrative Skill

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. Speaks clearly to be understood.	15	3.40	93.3	7%	47%	47%	
41. Has effective oral and written communication skills.	15	3.33	93.3	7%	53%	40%	
42. Tailors presentation style and content to the audience's level, needs, and expectations.	15	3.33	93.3	7%	53%	40%	
43. Maintains a clean, organized document workspace to prevent misplacement or loss.	15	3.13	86.7	13%	60%	27%	
44. Receives and welcomes visitors.	15	3.00	86.7	13%	73%	13%	
45. Follows organizational protocols for documenting calls, routing inquiries, and escalating urgent issues to the appropriate personnel.	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. Speaks clearly to be understood.	3.29	3.40	+0.11 ▲
41. Has effective oral and written communication skills.	3.29	3.33	+0.04 ▲
42. Tailors presentation style and content to the audience's level, needs, and expectations.	3.41	3.33	-0.08 ▼
43. Maintains a clean, organized document workspace to prevent misplacement or loss.	3.35	3.13	-0.22 ▼
44. Receives and welcomes visitors.	3.18	3.00	-0.18 ▼
45. Follows organizational protocols for documenting calls, routing inquiries, and escalating urgent issues to the appropriate personnel.	3.35	3.53	+0.18 ▲

Comments:

- The integrity, professionalism and high ethics he exhibits everyday, every time with everyone is remarkable.
- There have been hires and rehires of employees that have not worked out well. Not all of this is his fault, but some signs were there. The employees that needed to be remediated or removed have lingered. We needed to start documenting poor behavior and performance long ago to have corrective action taken and employees removed in a timely manner. Some have been removed now, but others are still working and are not up to the job. The associate manager's have a whole lot to do with this, and changes have been made there recently. That is a VERY good thing and has been beneficial to the unit.
- Monitors the teams progress and adjusts the plan to ensure tasks are successfully completed.
- He encourages staff skill development and input to improve department processes
- He knows his material and obviously loves the continued learning that defines best practices.
- There are often hundreds of emails to go through every day which can make it difficult to communicate in a timely manner.

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?

- _____ does an exceptional job at running the department.
- He engages in interactions positively and professionally. It is obvious that he cares about the service we deliver and the facilities we operate in.
- A great addition to the team.
- He takes the time to explain to staff the rationale of changes being made.
- Not many people can be as well rounded, as these qualities require completely different skill sets.
- Is sincerely a role model for everything one would look for in a role model as a team member.

What do you like best about working with this individual?

- _____ is highly respect as a leader in this organization. He demonstrates excellent communication and negotiation skills.
- He is such a positive person and always willing to pitch in where help is needed.
- I appreciate _____'s direct style, however, it can be too abrupt sometimes, causing staff to be afraid to speak up.
- Sometimes work is pushed forward when he doesn't understand underlying issues and work needed.
- _____ is a new manager and it is clear that he wants to do well and engage his team.
- Always approachable no matter how busy he is.

What do you like least about working with this individual?

- _____ is a great asset to our department. He is always available when issues arise & help is needed to solve problems.
- I feel that _____ has skills that are underutilized because he is a content expert in one function of the organization; however, his skills are far beyond human resources and should be used to help push the organization forward.
- Manager engages in all categories described above as marked.
- He had done amazingly well considering all of the global threats to the product line.
- He also cares about me as a person. I have learned a lot from his and look forward to learning more.
- _____ applied his strong analytical skills to problem solving.

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

- He has integrated into Systems more than anyone else. He is truly an asset for [CompanyName]'s work.
- Unfortunately there has been inconsistency in actions and results.
- When there is not a good fit and outcomes are bad, needs to take action! When this does not happen other employees loose faith.
- I observe him coming into work after me and leaving before me and I just received more work so now I am having to work even more hours.
- Our department continues to have a very low loss rate.
- He is always available to me day and night for question and help regarding unit operations. I am appreciative that he works with me to meet my needs as an employee and always gets back to me promptly when assistance is needed.

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

- _____ does a great job of ensuring his departments are meeting the needs of the organization and our community.
- I value his feedback, collaboration and sense of teamwork. He's clearly hardworking and dedicated and he and I have been able to have some very good discussions this past year, which I appreciate. I always appreciate his candor and feedback.
- _____ seems to have good knowledge and awareness of the strengths and talents of his direct reports (as well as their weaknesses). When in need, he picks the appropriate person to conquer a task or assignment. He is always good about seeking advice before proceeding.
- Is very upbeat and quick to contribute to the team.
- _____ is a strong leader & mentor.
- He also does a good job of seeking out talent within our organization and making the best use of our current employees' strengths.

Any final comments?

- He is admired for his desire to engage in opportunities to challenge himself professionally and seek continuous learning and growth opportunities.
- Before _____ came into the position it seemed that the department was a dump.
- _____ has excellent job and people skills.
- _____ 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.
- He always steps up and gets what needs to be done completed.
- _____ knows his work and knows the facility very well. _____ is sincere about doing good work, but at times struggles with communicating in objective manner.