



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.

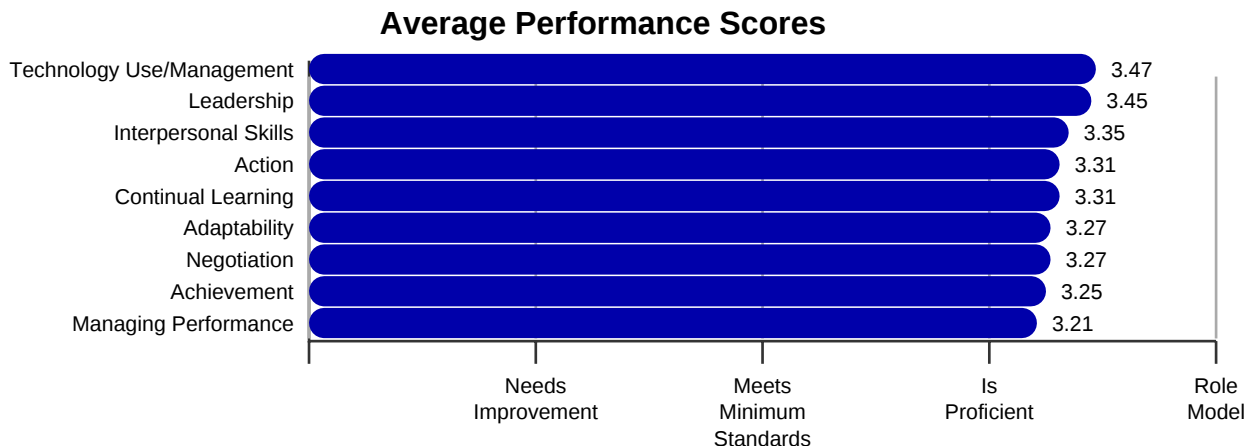
What to Do with Your Feedback

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

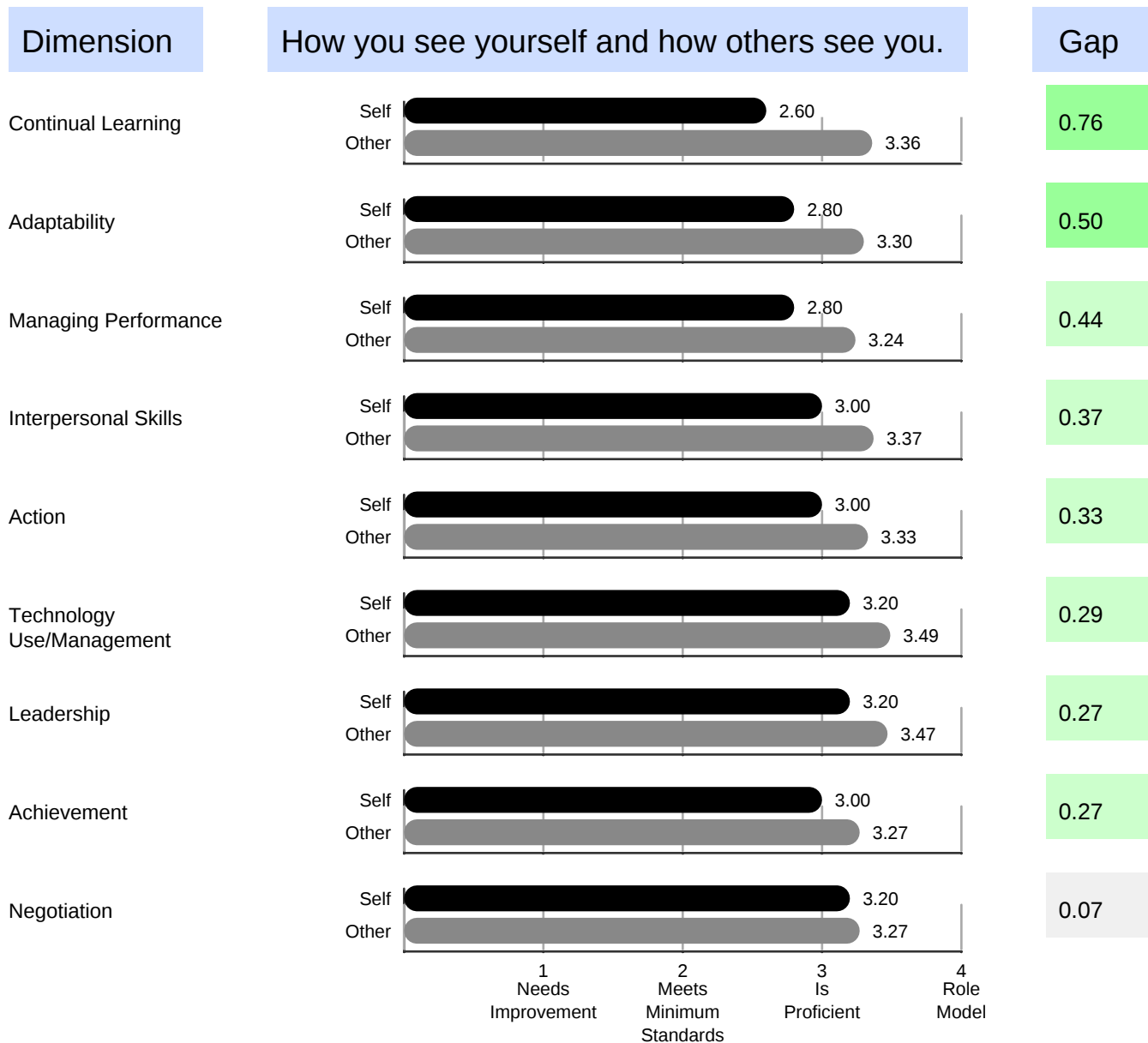
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 9 major dimensions of leadership.

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 (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
1. You communicate results to leadership to inform future technology decisions.	15	3.20	93.3	7%	67%		27%
2. I use technology to boost engineering productivity.	15	3.87	100.0	13%	87%		
3. I define clear success metrics for technology initiatives before implementation.	15	3.33	93.3	7%	53%		40%
4. You communicate upcoming technology changes early and clearly.	15	3.60	93.3	7%	27%	67%	
5. I use workflow data (such as cycle times, error rates, or throughput) to guide continuous refinement.	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
1. You communicate results to leadership to inform future technology decisions.	3.29	3.20	-0.09 ▼
2. I use technology to boost engineering productivity.	3.65	3.87	+0.22 ▲
3. I define clear success metrics for technology initiatives before implementation.	3.18	3.33	+0.16 ▲
4. You communicate upcoming technology changes early and clearly.	3.41	3.60	+0.19 ▲
5. I use workflow data (such as cycle times, error rates, or throughput) to guide continuous refinement.	3.24	3.33	+0.10 ▲

Comments:

- I enjoy working with ____ and look forward to future opportunities for collaboration.
- I feel she has my back and empowers me to make decisions in her absence ensuring she will have my back.
- Good Communication skill set. Always on task. Provides a good learning environment and listens to the needs of those that work with her. A pleasure to work with. A+
- She's a very hard worker and always helping out when needed.
- Monitors the teams progress and adjusts the plan to ensure tasks are successfully completed.
- ____ has a tough job, unclear role in an unclear world. She has a great handle on current process and people.

Interpersonal Skills

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 (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
6. You are honest about owning up to mistakes made.	15	3.20	93.3	7%	60%		33%
7. You believe honesty and integrity are core tenets of interpersonal relationships.	15	3.20	86.7	13%	53%		33%
8. I assist employees that need help.	15	3.40	93.3	7%	47%		47%
9. I respond quickly to inquiries from potential customers.	15	3.47	93.3	7%	40%		53%
10. You are trusted by peers and co-workers; others are willing to confide in him/her	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
6. You are honest about owning up to mistakes made.	3.24	3.20	-0.04 ▼
7. You believe honesty and integrity are core tenets of interpersonal relationships.	3.41	3.20	-0.21 ▼
8. I assist employees that need help.	3.24	3.40	+0.16 ▲
9. I respond quickly to inquiries from potential customers.	3.18	3.47	+0.29 ▲
10. You are trusted by peers and co-workers; others are willing to confide in him/her	3.35	3.47	+0.11 ▲

Comments:

- ___ has a strong knowledge base and willingly shares information.
- Have improved on delegating to others to accomplish growth and goal attainment. Others are responsible for chairing meetings with support for difficult issues. Have begun focus and educational leadership meeting components to promote growth of that team.
- Working with ___ on the IP rehab project has been awesome. She is great at what she does. She understands her role and what is needed to keep the project moving. Makes concrete decisions and stands by them. I would work with her anytime.
- We actively look for opportunities to serve and ways to improve our service. Communication and engagement are key elements of our strategy.
- Her time has been in huge demand on the [CompanyName] operations side, which has not allowed her to do as much professional development for herself that she would like.
- Definitely goes out of her way to involve the entire office in decisions that will affect us all.

Adaptability

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 (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
11. You can handle unexpected events without a loss of productivity.	15	3.53	100.0	47%		53%	
12. You are flexible and open minded in dealing with others.	15	3.27	100.0	73%			27%
13. You help employees overcome resistance to change so that they can adapt more readily to change circumstances.	15	3.33	100.0	67%			33%
14. You are able to adjust plans as need for implementation of projects.	15	3.13	86.7	13%	60%		27%
15. You are aware of changes to the policies and procedures.	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
11. You can handle unexpected events without a loss of productivity.	3.47	3.53	+0.06 ▲
12. You are flexible and open minded in dealing with others.	3.47	3.27	-0.20 ▼
13. You help employees overcome resistance to change so that they can adapt more readily to change circumstances.	3.35	3.33	-0.02 ▼
14. You are able to adjust plans as need for implementation of projects.	3.18	3.13	-0.04 ▼
15. You are aware of changes to the policies and procedures.	3.00	3.07	+0.07 ▲

Comments:

- At times I feel like ___ does not hear or seek out information from the entire team prior to make a judgement or decision. This can be interpreted as non caring and that someone's opinion does not matter.
- Overall ___ is highly competent and brings a fresh perspective to the Engineering department.
- ___ is committed to our organization and leads by example.
- I like it when a supervisor checks-in with me on my work progress and takes the time to review my work(which ___ does and excellent job of). But when the opportunity arises, sometimes I like it when a supervisor takes the time to sit down with me on a project and workside-by-side to get to a solution.
- ___ is a great manager and has nothing but the greatest interest for her employees and customers.
- Communication skills as listed are well done, but an important communication skill that is excluded from this list is the art of listening.

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 (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
16. I act immediately instead of waiting for someone else to solve the issue.	15	3.40	93.3	7%	47%	47%	
17. You work across organizational lines and boundaries to attain goals.	15	3.27	93.3	7%	60%		33%
18. You fix problems when they occur.	14	3.00	92.9	7%	79%		14%
19. I encourage and support a culture of excellence and continuous improvement within the department.	15	3.47	100.0		53%		47%
20. I take advantage of changes to the current situation.	15	3.40	93.3	7%	47%		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	2025	2026	Change
16. I act immediately instead of waiting for someone else to solve the issue.	3.65	3.40	-0.25 ▼
17. You work across organizational lines and boundaries to attain goals.	3.47	3.27	-0.20 ▼
18. You fix problems when they occur.	3.12	3.00	-0.12 ▼
19. I encourage and support a culture of excellence and continuous improvement within the department.	3.59	3.47	-0.12 ▼
20. I take advantage of changes to the current situation.	3.29	3.40	+0.11 ▲

Comments:

- I have had personal interactions with ____ and have received constructive assistance that was, in my opinion, instrumental in my decision making.
- She is not perfect and will be the first one to admit that, she has made mistakes and it is usually herself that realizes she has made a mistake and will make every effort to adjust her behavior or rectify the mistake the best she can. She has been open and honest and has carried us through rough times already.
- It's been a pleasure to work for her.
- She makes sound decisions and is a great role model in communication, teamwork, and engagement.
- We have a very strong team in finance. There has been significant turnover but the efforts ____ and I have put into staff engagement have been significant. These should be weaved into our evaluations.
- ____ is a pleasure to work with. She takes the time to understand a situation before jumping in with a solution or answer. ____ continues to work to improve her departments and improve the engagement of her employees.

Continual Learning

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 (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
21. You pursue learning that will enhance job performance.	15	3.53	100.0	47%	53%		
22. You improve on your skill sets.	15	3.00	80.0	20%	60%	20%	
23. You seek opportunities to grow in skills and knowledge.	15	2.87	80.0	20%	73%	7%	
24. I view setbacks as opportunities to learn from.	15	3.47	100.0	53%	47%		
25. You set relevant learning objectives and goals.	15	3.67	100.0	33%	67%		

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
21. You pursue learning that will enhance job performance.	3.35	3.53	+0.18 ▲
22. You improve on your skill sets.	3.00	3.00	
23. You seek opportunities to grow in skills and knowledge.	2.88	2.87	-0.02 ▼
24. I view setbacks as opportunities to learn from.	3.00	3.47	+0.47 ▲
25. You set relevant learning objectives and goals.	3.76	3.67	-0.10 ▼

Comments:

- She engages in interactions positively and professionally. It is obvious that she cares about the service we deliver and the facilities we operate in.
- ___ is very approachable and always willing to listen.
- Have improved on delegating to others to accomplish growth and goal attainment. Others are responsible for chairing meetings with support for difficult issues. Have begun focus and educational leadership meeting components to promote growth of that team.
- ___ is a great team member who cares about her team, the quality of her work, and the organization.
- She is becoming more comfortable to deliver critical feedback.
- ___ has a good grasp of Core Competency concepts for competency and the importance of smooth flow between departments/units or affiliated groups.

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 (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
26. You foster team cooperation, builds trust among team members and creates commitment to team goals.	15	3.40	93.3	7%	47%	47%	
27. You set a positive example admired by others.	15	3.33	93.3	7%	53%	40%	
28. You voice dissenting opinions in high-stakes meetings, even when unpopular or politically risky.	15	3.53	100.0		47%	53%	
29. You ensure that feedback is an ongoing process rather than a once-a-year event.	15	3.67	100.0		33%	67%	
30. I avoid vague statements; instead, explaining what works and why or what needs improvement and how.	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	2025	2026	Change
26. You foster team cooperation, builds trust among team members and creates commitment to team goals.	3.53	3.40	-0.13 ▼
27. You set a positive example admired by others.	3.12	3.33	+0.22 ▲
28. You voice dissenting opinions in high-stakes meetings, even when unpopular or politically risky.	3.41	3.53	+0.12 ▲
29. You ensure that feedback is an ongoing process rather than a once-a-year event.	3.59	3.67	+0.08 ▲
30. I avoid vague statements; instead, explaining what works and why or what needs improvement and how.	3.41	3.33	-0.08 ▼

Comments:

- Her communication techniques are clear and to the point which is very much appreciated.
- Seek and provide critical feedback.
- Clear communication about our goals for our department.. Has been very helpful to me in dealing with staff/personnel issues
- Take charge without feeling like you need approval.
- ___ is collaborative in everything she does and inspires a collaborative approach in others.
- She's a good and reliable team member.

Managing Performance

Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Needs Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
31. I increase responsibilities for high performing individuals.	15	3.20	86.7	13%	53%		33%
32. You set specific and measurable goals for others and follows through to completion.	15	3.40	100.0		60%		40%
33. You identify employees who consistently demonstrate reliability and entrust them with cross-functional or high-visibility responsibilities.	15	3.20	86.7	13%	53%		33%
34. You assess employee performance against defined standards.	15	3.27	93.3	7%	60%		33%
35. I ensure the employee understands the key tasks, goals and KPIs required for the position.	15	3.00	80.0	20%	60%		20%

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
31. I increase responsibilities for high performing individuals.	3.18	3.20	+0.02 ▲
32. You set specific and measurable goals for others and follows through to completion.	3.35	3.40	+0.05 ▲
33. You identify employees who consistently demonstrate reliability and entrust them with cross-functional or high-visibility responsibilities.	3.18	3.20	+0.02 ▲
34. You assess employee performance against defined standards.	2.88	3.27	+0.38 ▲
35. I ensure the employee understands the key tasks, goals and KPIs required for the position.	3.18	3.00	-0.18 ▼

Comments:

- ___ seems to have good knowledge and awareness of the strengths and talents of her staff (as well as their weaknesses).
- ___ has done an excellent job as the VP of Operations. She engages staff and providers in decision-making, demonstrates excellent communication skills and understands the value of teamwork and engagement.
- She is beginning to reach out to the other managers more, and it is appreciated.
- She's done a good job this year of addressing some difficult issues in her area (i.e. Budgeting and Finance leadership challenges).
- ___ is a very positive addition to our Management team.
- Experience, mentoring and self-confidence.

Achievement

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 (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
36. You push beyond comfort zones to drive breakthroughs and achieve ambitious outcomes.	15	3.20	93.3	7%	67%		27%
37. I commit to methodical execution, ensuring accountability and sustainable progress toward objectives.	15	3.27	93.3	7%	60%		33%
38. I take calculated risks to achieve significant rewards.	15	3.27	86.7	13%	47%		40%
39. You allocate resources as needed to accomplish organizational goals.	15	3.13	86.7	13%	60%		27%
40. You systematically work to improve the organization	15	3.40	93.3	7%	47%		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	2025	2026	Change
36. You push beyond comfort zones to drive breakthroughs and achieve ambitious outcomes.	3.18	3.20	+0.02 ▲
37. I commit to methodical execution, ensuring accountability and sustainable progress toward objectives.	3.35	3.27	-0.09 ▼
38. I take calculated risks to achieve significant rewards.	3.24	3.27	+0.03 ▲
39. You allocate resources as needed to accomplish organizational goals.	3.59	3.13	-0.45 ▼
40. You systematically work to improve the organization	3.29	3.40	+0.11 ▲

Comments:

- She is detailed when presenting a plan.
- I can not say enough good things about ____.
- She is an excellent teammate, great attitude, effort, and energy.
- ____ is respected by the team and they openly seek out her advise or opinion.
- Is always available to assist with issues, all scopes business or personal.
- ____ is very reliable, respectful and ethical in her leadership.

Negotiation

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 (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
41. I clearly understand the interests and choices of both parties.	15	3.33	93.3	7%	53%	40%	
42. You shift negotiation tactics when other priorities or constraints become clearer, adjusting the approach to maintain progress.	15	3.33	93.3	7%	53%	40%	
43. You understand the expectations of other parties in the negotiation.	15	3.13	86.7	13%	60%	27%	
44. You surface areas of partial agreement early and use them as anchors to build momentum toward broader consensus.	15	3.00	86.7	13%	73%	13%	
45. I listen to all sides without bias and make fair decisions.	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
41. I clearly understand the interests and choices of both parties.	3.29	3.33	+0.04 ▲
42. You shift negotiation tactics when other priorities or constraints become clearer, adjusting the approach to maintain progress.	3.41	3.33	-0.08 ▼
43. You understand the expectations of other parties in the negotiation.	3.35	3.13	-0.22 ▼
44. You surface areas of partial agreement early and use them as anchors to build momentum toward broader consensus.	3.18	3.00	-0.18 ▼
45. I listen to all sides without bias and make fair decisions.	3.35	3.53	+0.18 ▲

Comments:

- Dependability, with whatever is needed.
- ___ has stepped into the role of director and has provided great support to her managers and supervisors, not shying away from issues which need to be addressed.
- ___ has a lot on her plate, yet through it all maintains a good working relationship with other departments and has a good sense of logic from which to make decisions.
- She is well respected.
- She returns email, often within minutes of sending and although, her calendar is packed, somehow, she always makes time to support me and the needs of my department.
- ___ is conscientious and expedient in her approach to work. She gets things done quickly and efficiently.

Comments

Those who gave you feedback had the opportunity to provide additional written comments about perceived strengths and possible development areas. This section provides a consolidated list of these comments.

What would help make you a more effective leader?

- ___ is deeply invested in the Labor and Delivery unit and it is obvious that her focus is in making it the top choice for customers and employees.
- You have really improved at not letting overwhelming feelings halt your progress. Keep it up!
- I'm not sure if management is ___'s niche, but given her lack of experience in this capacity and the lack of direction that has been set forth, she's done pretty well in this role.
- Additional feedback and communication.
- I think ___ is very good at identifying processes she observes needs improvement, however I do not see a clear step-by-step direction for a plan to improve that process.
- I enjoy working with ___ and look forward to future opportunities for collaboration.

What do you like best about working with this individual?

- She exceeded all of my expectations. The outcome of this work was very successful, in great part to ___'s work.
- ___ is a true transformational leader who focuses on developing the talents and interests of individual staff members. With six departments reporting to her, she has broadened her perspective from seeing individual departments, to visions of integrated teams that are customer centered.
- She can be too quick to focus on perceived weaknesses instead of leaning into strengths.
- I feel as though I have a shared decision making relationship with ___ which makes me feel valued. She supports me and values my opinion.
- Understanding that the progress towards a more definitive house supervisor does take time, I would like to see a more proactive approach in allowing the department to make decisions.
- ___ has been instrumental in initiating and helping to steer the department committee for [CompanyName]. ___ ensures that [CompanyName] is considered in any corporation changes as well as bringing information from [CompanyName] so that we function as one corporation.

What do you like least about working with this individual?

- I have only recently started working with ___ and therefore do not have comments on some items, but regarding the projects I have worked with ___ on to date the above applies.
- She has a keen ability to help staff look at situations from a different perspective to ensure staff are making informed decisions.
- An all around great person who is knows smart, is not arrogant, willing to teach, and willing to give & receive honest feedback.
- You can count on ___ to be honest and stay true to commitments.
- ___ always remains professional in her interactions and I appreciate her direct style of communication.
- Our department had a supervisor that was causing a lot of frustration for the staff that she supervised. This supervisor is no longer with our organization.

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

- ___ is a true asset to [CompanyName].
- I enjoy working with ___ very much.
- ___ is a solid performer knows her stuff.
- Increase business knowledge relating to overall strategic plan and the day to day operations.
- The work ___ is accomplishing with the System is truly impressive. Coordinating large and disparate groups of managers is no easy task.
- ___ is very supportive of Core Competency and concepts. The one concept that ___ refers to consistently is what we respect most is people's ability to think.

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

- ____ does a great job at demonstrating the value of her team to the organization.
- She sees things that others don't and always have valuable feedback for whomever she is talking/working with.
- She has never said she was too busy for me or stated come back later. I think [CompanyName] is very lucky to have her as a manager.
- She provided coaching and support to improve this individual's performance.
- She engages the staff and I feel the department is in the best shape it ever has been in.
- ____ has always been very approachable as a manager, extremely helpful in always maintaining the best customer experience.

Any final comments?

- ____ is not always open to new ideas or troubleshooting issue and workflows. She does end up willing to review situations, it just sometimes takes some time.
- ____ applied her strong analytical skills to problem solving.
- ____ is passionate about her role and does a fantastic job of working with other departments to improve process flows.
- I can not say enough good things about ____.
- ____ has excellent job and people skills.
- She has really filled the role of interim manager for the department well.