



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.

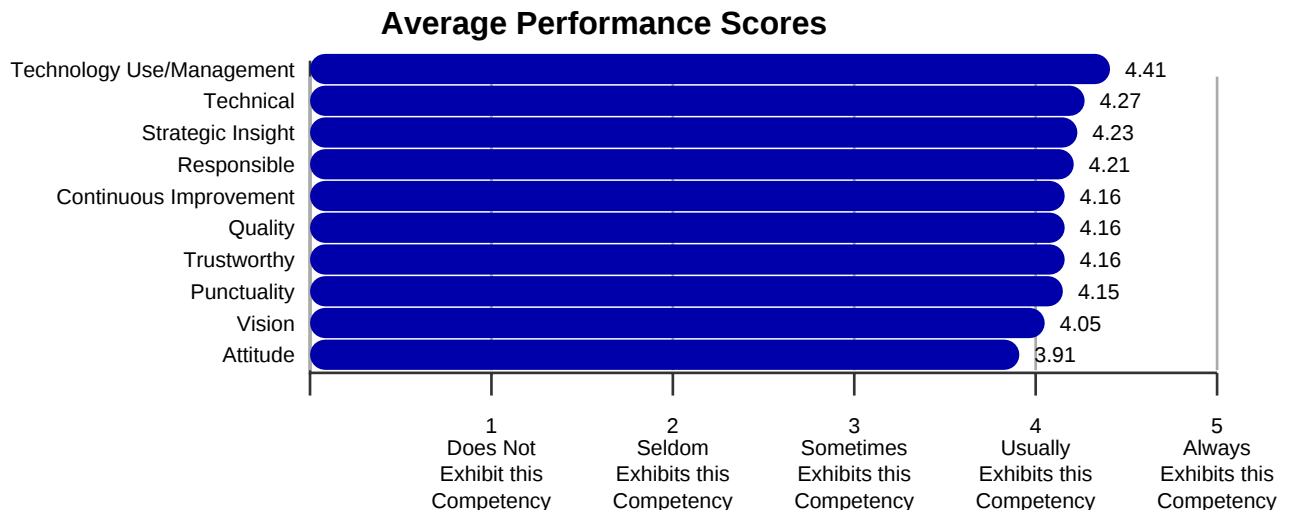
What to Do with Your Feedback

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 10 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.



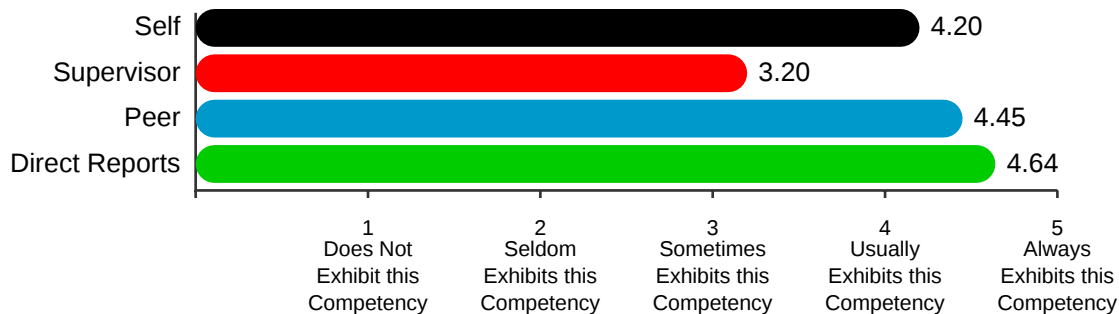
Gap Analysis

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

Summary Scores



1. Develops a culture of digital transformation driving higher rates of AI adoption and usage.



2. Monitors how technology changes affect team morale, workload, and confidence, and intervenes early with coaching, support, or workload adjustments to maintain engagement.



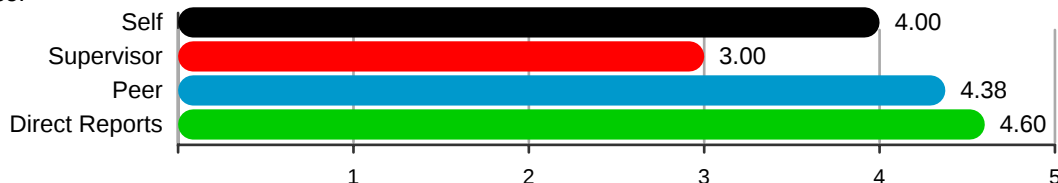
3. Uses workflow data (such as cycle times, error rates, or throughput) to guide continuous refinement.



4. Ensures technology responsibilities are clearly defined within job roles.



5. Encourages knowledge sharing among staff to build collective technical capability, reducing reliance on single points of expertise.



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 (Does Not Exhibit this Competency) to green (Always Exhibits this Competency).

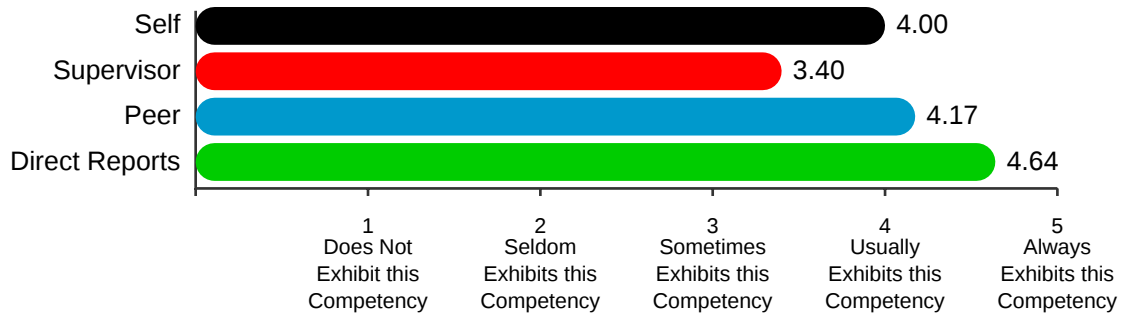
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
1. Develops a culture of digital transformation driving higher rates of AI adoption and usage.	15	4.20	93.3	7%		67%		27%
2. Monitors how technology changes affect team morale, workload, and confidence, and intervenes early with coaching support, or workload adjustments to maintain morale.	15	4.87	100.0	13%		87%		
3. Uses workflow data (such as cycle times, error rates, or throughput) to guide continuous refinement.	15	4.27	93.3	7%		60%		33%
4. Ensures technology responsibilities are clearly defined within job roles.	15	4.40	86.7	13%	33%		53%	
5. Encourages knowledge sharing among staff to build collective technical capability, reducing reliance on single points of expertise.	15	4.33	93.3	7%		53%		40%

Comments:

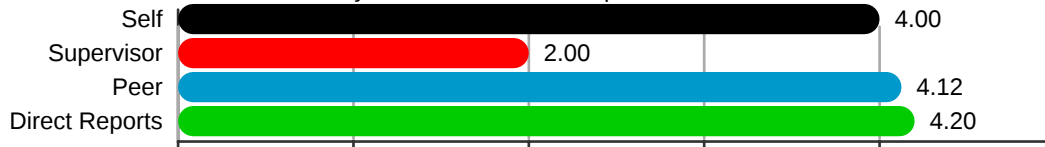
- He engages other strong leaders empowering them to excel. He deals fairly in controversial situations striving for productive outcomes.
- Provides team members with frequent informal feedback.
- _____ is a very supportive co-worker who is quick to assist others in need. He's a great teammate.
- I appreciate _____'s willingness to share his knowledge with our team.
- 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.
- _____ has been an effective leader for me. He encourages me to develop and knows what my strengths are. He assists me in identifying how to best utilize those strengths in my work to achieve job satisfaction.

Technical

Summary Scores



6. Builds dashboards and KPIs to monitor system health and team performance.



7. Informs and educates department staff on technical issues.



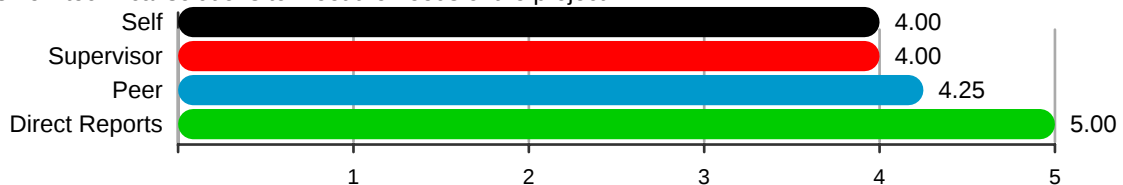
8. Applies technical analysis to meet the needs of the team.



9. Trains team members on the effective and safe use of specialized tools and equipment, ensuring consistent standards and minimizing misuse or downtime.



10. Designs new technical solutions to meet the needs of the project.



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 (Does Not Exhibit this Competency) to green (Always Exhibits this Competency).

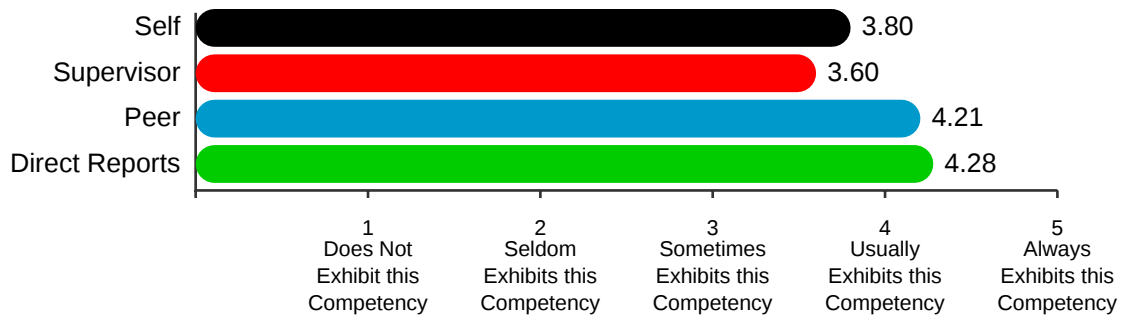
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
6. Builds dashboards and KPIs to monitor system health and team performance.	15	4.00	80.0	7%	13%	53%	27%	
7. Informs and educates department staff on technical issues.	15	4.07	80.0		20%	53%	27%	
8. Applies technical analysis to meet the needs of the team.	15	4.33	93.3	7%	47%	47%		
9. Trains team members on the effective and safe use of specialized tools and equipment, ensuring consistent standards and minimizing misuse or downtime.	15	4.47	93.3	7%	40%	53%		
10. Designs new technical solutions to meet the needs of the project.	15	4.47	93.3	7%	40%	53%		

Comments:

- He always involves others in decisions ensuring a well rounded approach.
- _____ is a very good leader.
- _____ has improved in the area of defining outcomes and expectations. I believe that without the department setting the example, it will always be hard to clearly define what should be done. Many things are planned behind closed doors and we are told what to do.
- _____ is excellent at communicating with staff and other departments. He is able to read people well and place them where they would excel.
- _____ is friendly to myself and other staff members. I believe he is very knowledgeable in the role of controller. He continues to struggle with maintaining focus on tasks, time management and meeting deadlines. It is extremely frustrating to have to wait weeks for him to complete work needed from him.
- _____ is very clear about his expectations and I appreciate this.

Continuous Improvement

Summary Scores



11. Model best-practice approaches to work.



12. Maintains management systems that drive ongoing improvements in effectiveness and reliability.



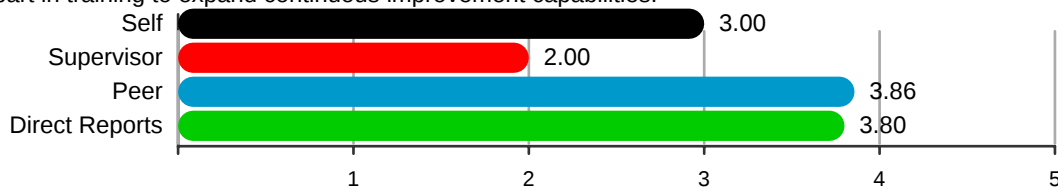
13. Analyzes processes to determine areas for improvement.



14. Establishes key performance metrics and targets.



15. Takes part in training to expand continuous improvement capabilities.



Level of Skill

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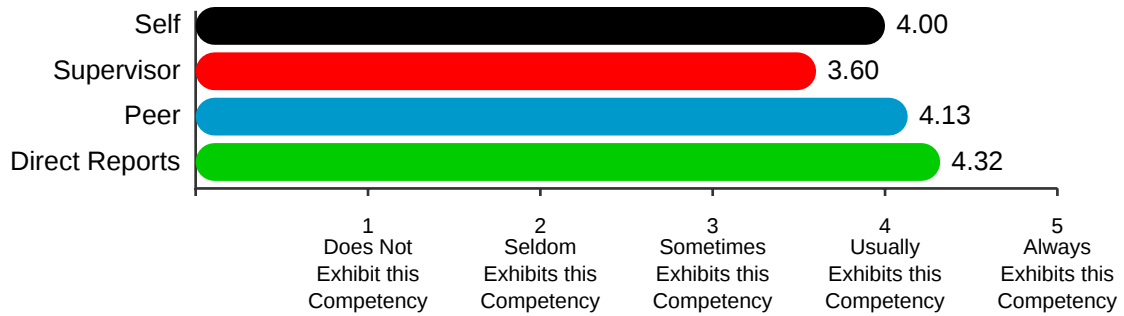
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
11. Model best-practice approaches to work.	15	4.60	100.0	40%		60%		
12. Maintains management systems that drive ongoing improvements in effectiveness and reliability.	15	4.27	100.0	73%				27%
13. Analyzes processes to determine areas for improvement.	15	4.33	100.0	67%			33%	
14. Establishes key performance metrics and targets.	15	3.93	73.3	27%	53%			20%
15. Takes part in training to expand continuous improvement capabilities.	14	3.64	57.1	14%	29%	36%		21%

Comments:

- He always responds in a timely manner and stays organized.
- _____ has a keen ability to focus in on what needs to be done and to drive for resolution. He is able to see new and innovative options for driving operational performance.
- He's a little slow responding to e-mails, but he also has a heavy load and he does get to them eventually.
- Sometimes I feel like I need to check on _____ and make sure that read an email/understands that I need his input on a project.
- _____ gives me feedback good and indifferent.
- I enjoy working with _____. I feel he is honest and has a desire to see improvement in the organization as a whole. His area is unique which, at times, allows _____ to give a whole new perspective on a subject.

Punctuality

Summary Scores



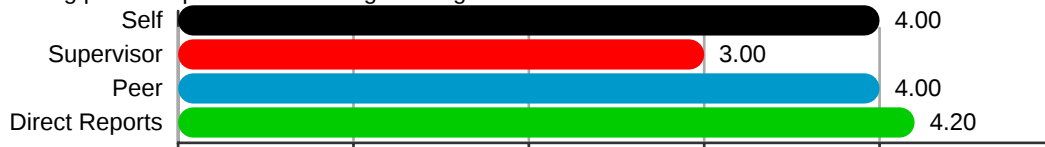
16. Conducts appointments at scheduled start time.



17. Starts the workday when scheduled.



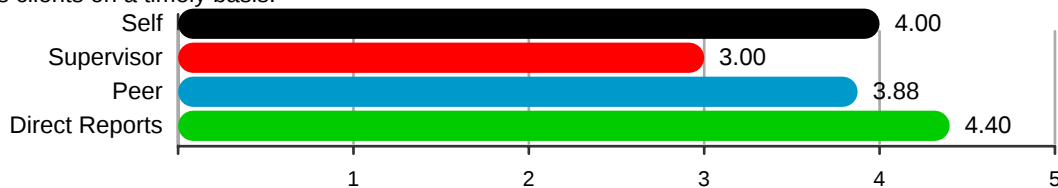
18. Avoids making personal phone calls during working hours.



19. Starts meetings on time.



20. Invoices clients on a timely basis.



Level of Skill

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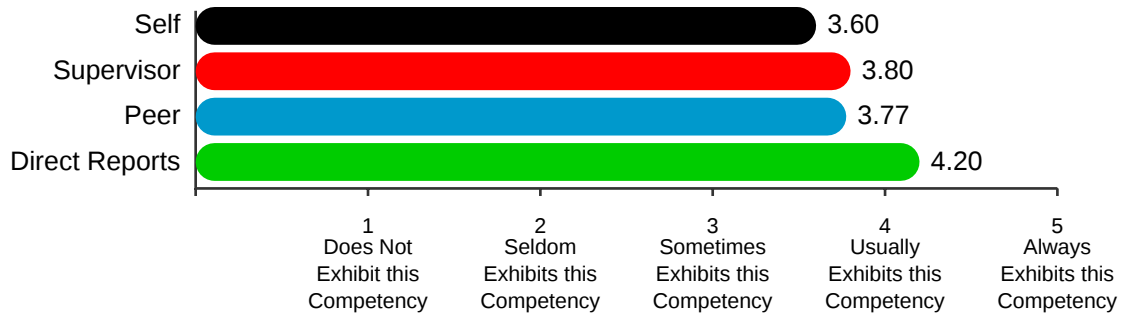
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
16. Conducts appointments at scheduled start time.	15	4.33	86.7	13%		40%	47%	
17. Starts the workday when scheduled.	15	4.27	93.3	7%		60%	33%	
18. Avoids making personal phone calls during working hours.	14	4.00	92.9	7%		86%		7%
19. Starts meetings on time.	14	4.14	85.7	7%	7%	50%	36%	
20. Invoices clients on a timely basis.	15	4.00	66.7	7%	27%	27%	40%	

Comments:

- On occasion _____'s point may be lost or made unclear due to his not having organized his thoughts sufficiently before speaking. If he were more succinct his point would often be made clearer.
- He is an exceptionally effective communicator which enables here visions to be more easily carried out.
- _____, more than most, takes what we've learned and implements changes.
- He has taken his team to the next level.
- He is committed to modeling anything that he would like to see implemented in our work environment.
- I believe the team greatly values _____'s visionary capabilities and ideas, which is appropriate for a Vice President, but he is getting too involved in Director level tasks.

Attitude

Summary Scores



21. Is sensitive and understanding toward those with a less than positive attitude.



22. Builds open and trusting relationships.



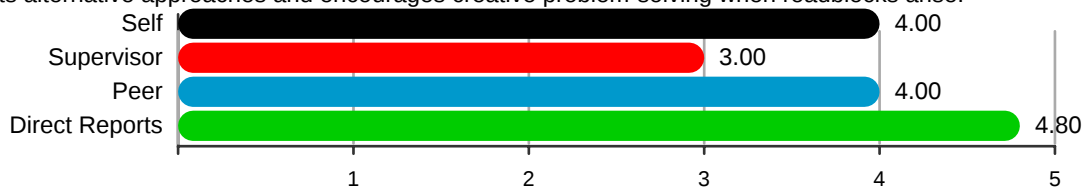
23. Encourages others to overcome resistance to change.



24. Expresses sincere appreciation for others' efforts -- regardless of how routine or behind-the-scenes they may be.



25. Supports alternative approaches and encourages creative problem-solving when roadblocks arise.



Level of Skill

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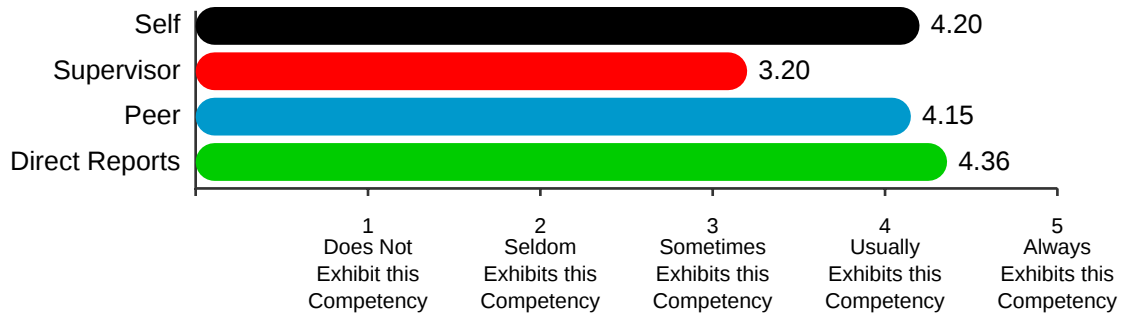
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
21. Is sensitive and understanding toward those with a less than positive attitude.	15	4.00	66.7	13%	20%	20%	47%	
22. Builds open and trusting relationships.	15	3.47	53.3	13%	33%		47%	7%
23. Encourages others to overcome resistance to change.	15	3.60	66.7	13%	20%		60%	7%
24. Expresses sincere appreciation for others' efforts -- regardless of how routine or behind-the-scenes they may be.	15	4.27	86.7	7%	7%	40%	47%	
25. Supports alternative approaches and encourages creative problem-solving when roadblocks arise.	15	4.20	80.0	7%	13%	33%	47%	

Comments:

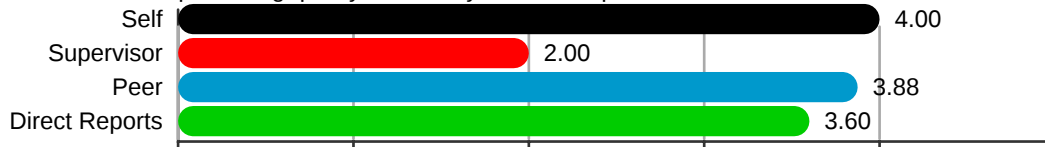
- Sometimes I feel like I need to check on _____ and make sure that read an email/understands that I need his input on a project.
- Sometimes work is pushed forward when he doesn't understand underlying issues and work needed.
- He is well respected.
- Great year of growth!
- He knows product and how to engage potential clients.
- I honestly cannot think of anything to recommend that would help him to improve at this point.

Quality

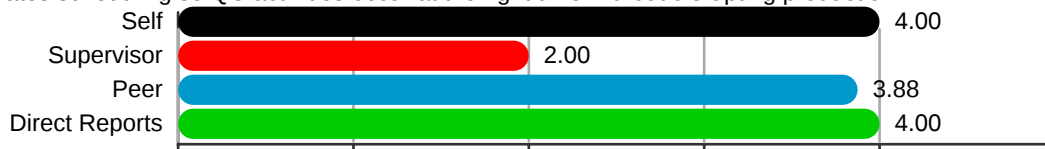
Summary Scores



26. Recognizes their role in promoting quality and safety in the workplace.



27. Coordinates scheduling so QC activities occur at the right time without disrupting production.



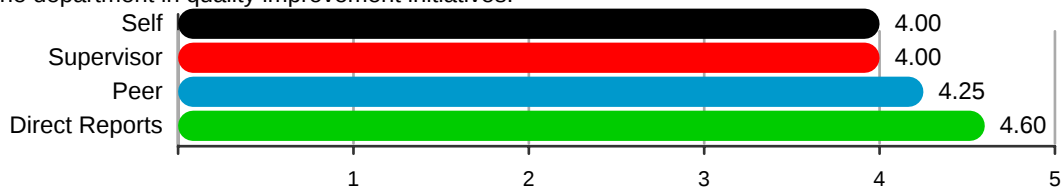
28. Responds to issues immediately.



29. Addresses issues as soon as possible.



30. Leads the department in quality improvement initiatives.



Level of Skill

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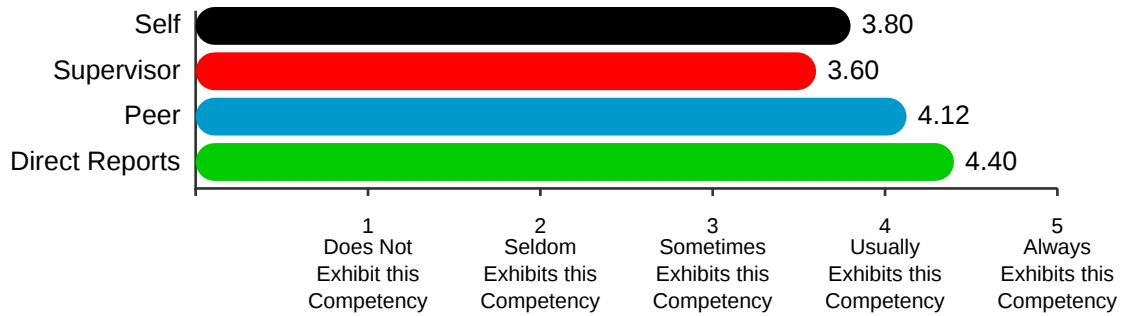
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
26. Recognizes their role in promoting quality and safety in the workplace.	15	3.67	66.7	20%	13%	47%	20%	
27. Coordinates scheduling so QC activities occur at the right time without disrupting production.	15	3.80	73.3	20%	7%	47%	27%	
28. Responds to issues immediately.	15	4.33	86.7	13%	40%	47%		
29. Addresses issues as soon as possible.	15	4.67	100.0	33%	67%			
30. Leads the department in quality improvement initiatives.	15	4.33	100.0	67%	33%			

Comments:

- _____ relies on his direct reports to solicit input and involve front line staff in everyday work.
- He works very hard to keep the department running smoothly and I appreciate all that he does for [CompanyName].
- _____ helps guide our team in understanding processes and in turn creates individual think tanks versus individuals looking for help.
- He has really filled the role of interim manager for the department well.
- Overall, I think _____ does a great job. Sometimes staff will have questions or suggestions and we won't get a response and he will just avoid having to give us an answer. Once we get an answer it usually involves _____ wanting to complete the task on his own. More communication in this area would be nice, even when he would rather complete the task on his own.
- Whenever I go to _____ with a question, problem, or something that isn't working right, he acts on it immediately - not in a day, a week, or whenever.

Trustworthy

Summary Scores



31. Reinforces trust by ensuring every deliverable meets or exceeds quality benchmarks.



32. Demonstrates integrity by ensuring words and actions match.



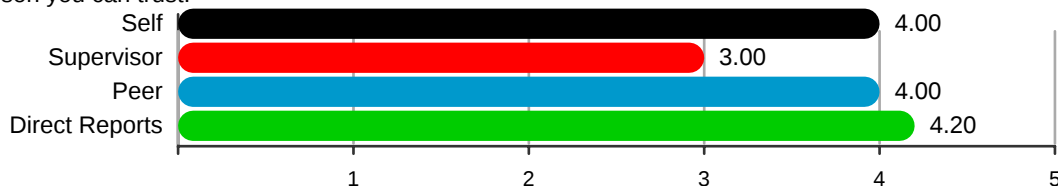
33. Promotes clarity by openly discussing context, constraints, and reasoning behind decisions.



34. Shows commitment to customers by holding work to a high standard of excellence.



35. Is a person you can trust.



Level of Skill

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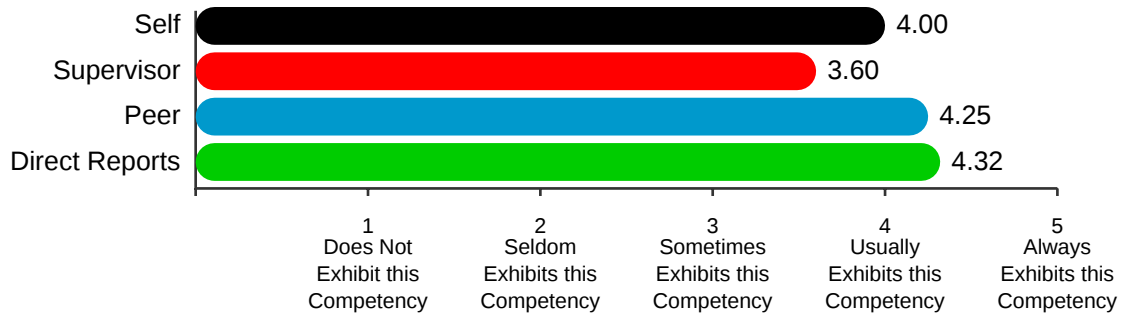
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
31. Reinforces trust by ensuring every deliverable meets or exceeds quality benchmarks.	15	4.07	80.0	20%		53%		27%
32. Demonstrates integrity by ensuring words and actions match.	15	4.47	100.0			53%		47%
33. Promotes clarity by openly discussing context, constraints, and reasoning behind decisions.	15	4.13	80.0	20%		47%		33%
34. Shows commitment to customers by holding work to a high standard of excellence.	15	4.13	86.7	13%		60%		27%
35. Is a person you can trust.	15	4.00	80.0	20%		60%		20%

Comments:

- _____ has used his strengths to make this department stronger in many ways.
- _____ is a great communicator and challenges staff to look at process improvements. He is always available to assist with projects, initiatives and is available to assist with difficult situations in which managers and staff are faced with such as budgetary constraints as well as process improvement barriers.
- Everyone who works with _____ knows he's results-oriented and has amazing insights into human behavior and its motivations.
- _____ is very involved with his team and any process change which I think helps the team change their process more effectively. I keep trying to copy his style.
- I trust that I can go to him in confidence and he will really listen to what I am saying.
- Is a great teammate and valuable resource for the company. it is obvious he cares for the team

Responsible

Summary Scores



36. Completes assigned work tasks.



37. ...takes personal responsibility for results.



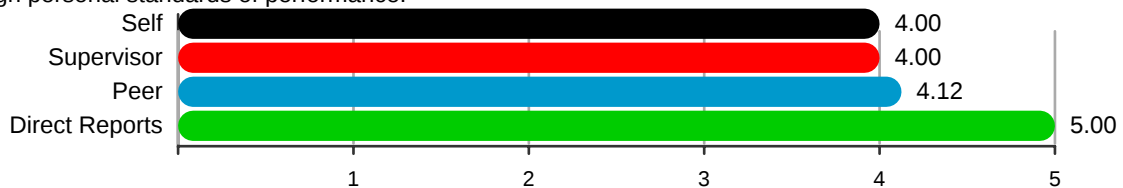
38. Is a person you can trust.



39. Behavior is ethical and honest.



40. Sets high personal standards of performance.



Level of Skill

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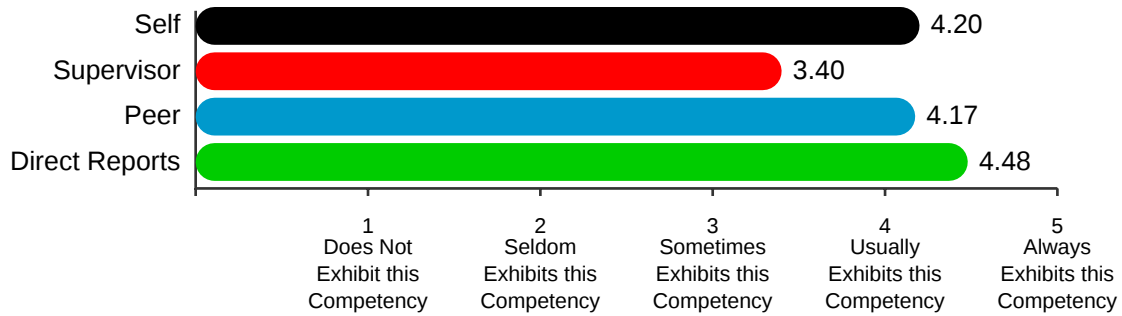
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
36. Completes assigned work tasks.	15	4.33	100.0			67%		33%
37. ...takes personal responsibility for results.	15	3.93	80.0	13%	7%	53%		27%
38. Is a person you can trust.	15	4.27	86.7		13%	47%		40%
39. Behavior is ethical and honest.	15	4.13	86.7		13%	60%		27%
40. Sets high personal standards of performance.	15	4.40	93.3		7%	47%		47%

Comments:

- _____ is someone I have immense respect for. He is someone that I can turn to if I am having problems or concerns. Whenever I have concerns or frustrations, I feel that I can always ask _____ and get an honest response.
- _____ is an excellent manager, our dept.is a good place to work with his as a boss
- 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.
- Positive attitude.
- I appreciate that my leader keeps his focus on the customer while displaying two invaluable traits for an executive leader: courage and conviction.
- I feel _____ consistently meets/exceeds in all of the Leadership Effective areas listed above, and I feel he excels in the areas related to encouragement, identifying employees' strengths, and shared decision making.

Strategic Insight

Summary Scores



41. Attends industry conferences to gain further insight into how other companies deal with similar issues.



42. Identifies emerging trends by monitoring shifts in employee behavior, customer feedback, and market dynamics.



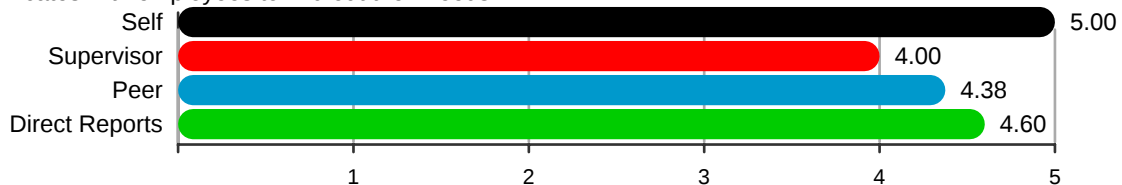
43. Recognizes the needs of customers.



44. Creates strategic plans to develop and promote organizational and area strengths, as well as to address weaknesses based on insight from surveys.



45. Communicates with employees to find out their needs.



Level of Skill

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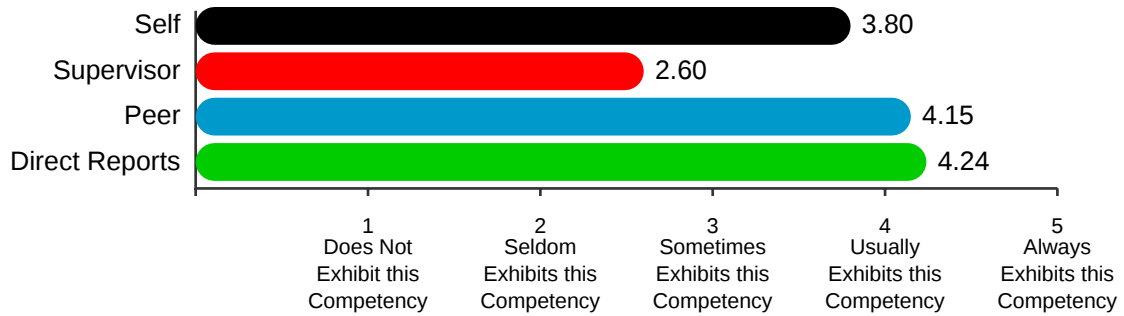
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
41. Attends industry conferences to gain further insight into how other companies deal with similar issues.	15	4.33	93.3	7%		53%	40%	
42. Identifies emerging trends by monitoring shifts in employee behavior, customer feedback, and market dynamics.	15	4.20	80.0	20%		40%	40%	
43. Recognizes the needs of customers.	15	4.13	86.7	13%		60%	27%	
44. Creates strategic plans to develop and promote organizational and area strengths, as well as to address weaknesses based on insight from surveys.	15	4.00	86.7	13%		73%		13%
45. Communicates with employees to find out their needs.	15	4.47	93.3	7%		40%	53%	

Comments:

- _____ has been a consistent resource to the Operations teams as we work in improving our scores.
- _____ 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.
- Increase business knowledge relating to overall strategic plan and the day to day operations.
- _____ makes great hiring choices. he is clear on what needs to be done.
- I feel like I can run things past him and he will give me his honest feedback on how to proceed.
- Has a very good attitude which makes it a pleasure working environment. Stays organized and on top of most all issues that arise.

Vision

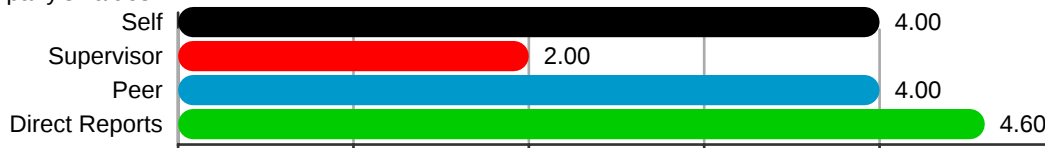
Summary Scores



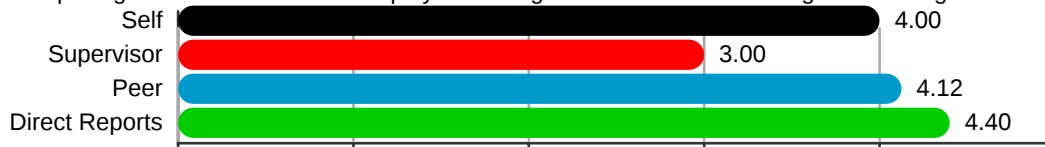
46. Recognizes and rewards behaviors that are consistent with the company's vision.



47. Shapes a vision that strengthens cultural cohesion by showing how team and organizational success depend on adopting the company's values.



48. Crafts a compelling vision that motivates employees to align their efforts with the organization's goals.



49. Behaves in a way that is consistent with business values & code of conduct



50. Develops a vision that is a catalyst for innovation and change.



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 (Does Not Exhibit this Competency) to green (Always Exhibits this Competency).

Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
46. Recognizes and rewards behaviors that are consistent with the company's vision.	15	3.87	80.0	7%	13%	67%	13%	
47. Shapes a vision that strengthens cultural cohesion by showing how team and organizational success depend on adopting the company's values.	15	4.07	86.7	13%		53%	33%	
48. Crafts a compelling vision that motivates employees to align their efforts with the organization's goals.	15	4.13	86.7	13%		60%	27%	
49. Behaves in a way that is consistent with business values & code of conduct	15	4.20	86.7	7%	7%	47%	40%	
50. Develops a vision that is a catalyst for innovation and change.	15	4.00	73.3	13%	13%	33%	40%	

Comments:

- He tends to sometimes get confused about decisions we've made and consequently incorrect information is given following the meeting.
- Set clear expectations for others.
- He strives for self improvement and is heavily invested in the same for others.
- There are a lot of great features this system has to offer and _____ has challenges at times.
- He is the model of a true leader. He will never ask his staff to do something he wouldn't do himself.
- He works very hard to keep the department running smoothly and I appreciate all that he does for [CompanyName].

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?

- _____ has a positive outlook and even under the worst of circumstances tries to put a good spin on the situation. The department has been through a lot of ups and downs but I think he has helped us come through it standing upright!
- There are two items above that will be part of my goals for the coming year.
- He has a style that is intimidating to some and thus he needs to be (and is) aware of his effect on the room when he walks in.
- _____ is a great motivator and consistently encourages staff as well as acknowledge their roles in Supply Chain Services. Always has a positive attitude.
- He is an excellent problem solver.
- I think at times his dedication to his team can sometimes come off like he is not thinking about a system perspective, I know that _____ has had a lot of change within his position and team this year and I think that this makes him want to protect his teams as much as he can.

What do you like best about working with this individual?

- He follows up on questions and he is easily accessible. I think he is doing a great job!
- It's also nice to hear when we are doing a good job and he does that frequently, making sure that we feel like we are a valued member of the team.
- I appreciate the honest evaluative feedback _____ provides for the staff in his area. This input helps immensely in the development of constructive development feedback for these professionals each year.
- He has an innate ability to match assigned roles with individual strengths.
- When there is not a good fit and outcomes are bad, needs to take action! When this does not happen other employees lose faith.
- He often does not answer email, and if he does, it is often confusing. Appears disengaged at many levels.

What do you like least about working with this individual?

- _____ has nothing but [CompanyName]'s best interest at heart.
- He always steps up and gets what needs to be done completed.
- Take charge without feeling like you need approval.
- _____ is especially consistent in communicating in a clear and understandable way. I know what is expected of me and am given the tools to succeed and excel.
- Could be more self-aware of impact on other team members
- It is difficult with a small staff to assign roles that best use each employee's strengths but have tried hard to learn the staff and their strengths.

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

- I do not always receive constructive criticism. Constructive criticism helps me grow as an effective team member.
- He does follow up and follow through.
- He's a good and reliable team member.
- I was impressed with the time he spent both working on the issue and with the individual. I believe these efforts will pay off.
- Having a routine for schedule and coming to office more frequently
- _____ is committed to our organization and leads by example.

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

- _____ could also improve his ability to work with the framework of a team. _____ might brainstorm with team members and ask for input but then will often dismiss other team members ideas.
- I would encourage him to rely on the documented minutes when he communicates decisions as a stop gap measure.
- Is a natural leader with his personality. I believe more experience would make him a more effective leader.
- Good Communication skill set. Always on task. Provides a good learning environment and listens to the needs of those that work with him. A pleasure to work with. A+
- Needs to have more face-to-face communications with other employees in the company.
- _____ has been instrumental in helping me during my transition into the Specialist position at [CompanyName].

Any final comments?

- I appreciate his perspective and guidance on a variety of things.
- _____ 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.
- I feel _____ consistently meets/exceeds in all of the Leadership Effective areas listed above, and I feel he excels in the areas related to encouragement, identifying employees' strengths, and shared decision making.
- He recognizes strengths by allowing/encouraging his managers to form and shape their performance in accord with their talents.
- The few problems we have experienced during these changes is a reflection of _____'s leadership.
- He is open to feedback and actively tries to improve.