



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.

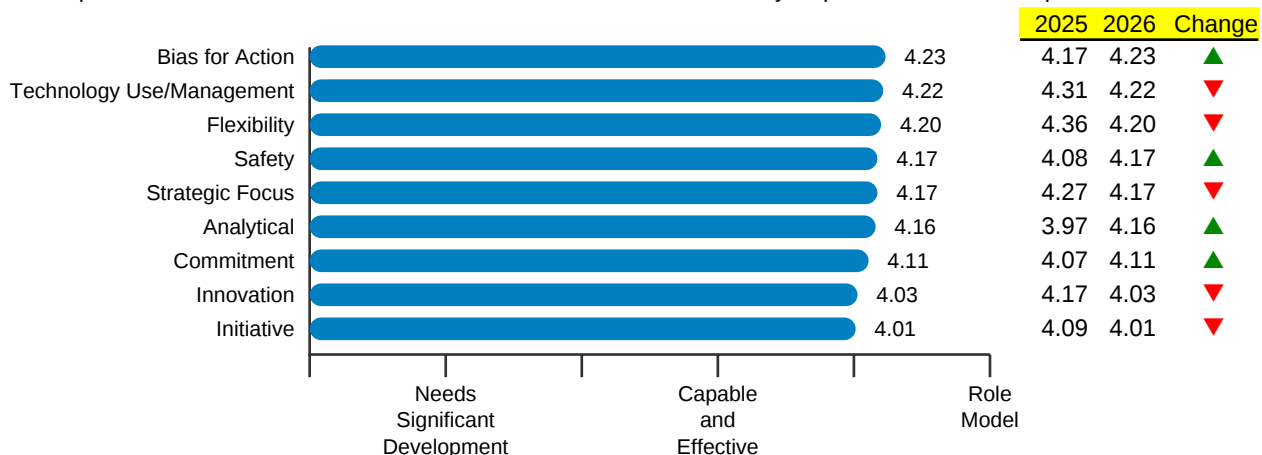
What to Do with Your Feedback

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

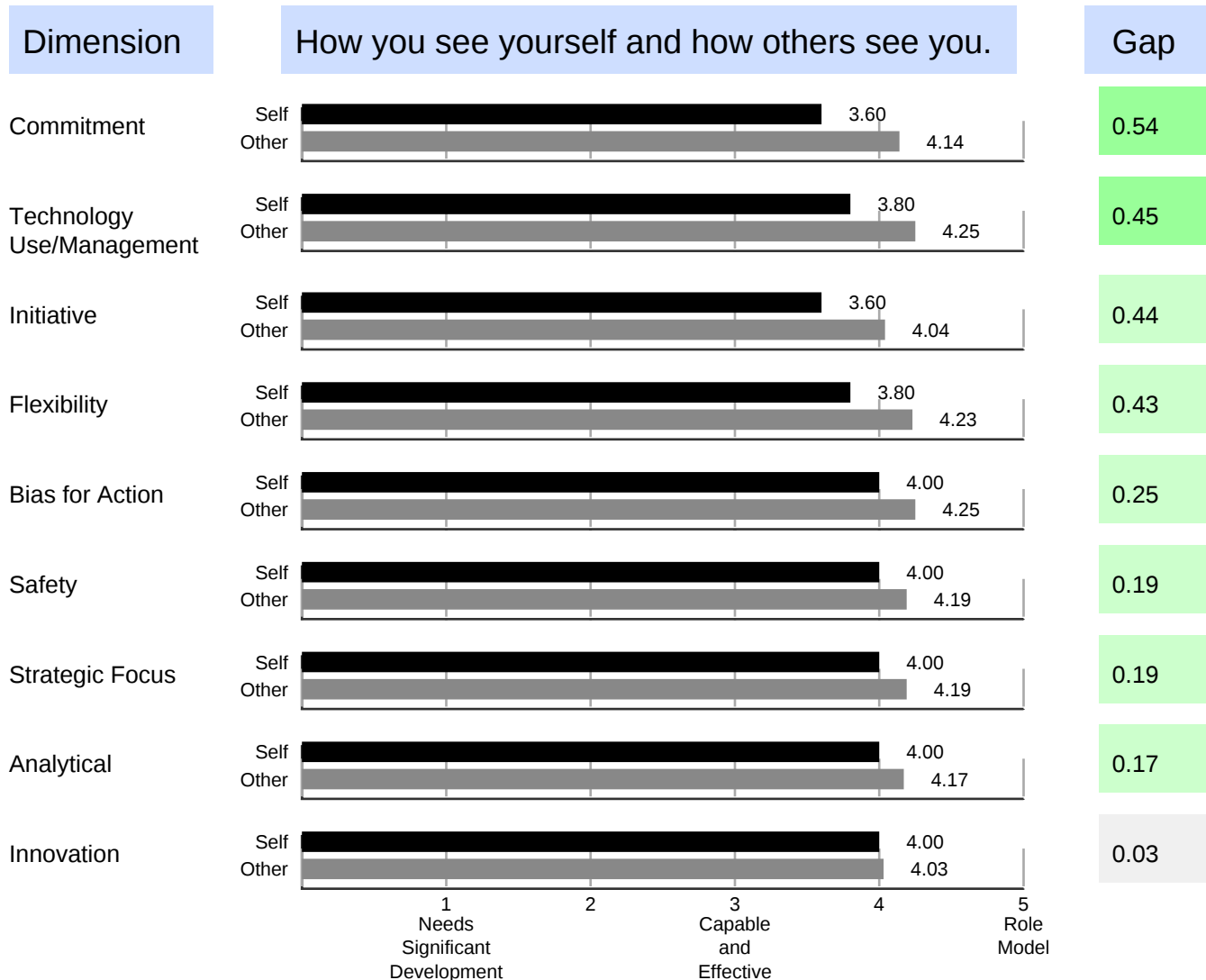
In this feedback process, the questionnaire items prompted respondents to evaluate specific behaviors and competencies recognized by COMPANY's present leaders. These behaviors and competencies are categorized into 9 principal dimensions of leadership.

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

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 Significant Development) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
1. Encourages teams to experiment with new tools and approaches.	15	4.13	80.0	20%	47%	33%		
2. Coordinates with HR, IT, and leadership to align change activities across the organization.	15	4.33	100.0		67%	33%		
3. Trains employees how to use software applications.	15	4.33	93.3	7%	53%	40%		
4. Tracks the percentage of code generated with AI assistance by the team.	15	4.07	86.7	13%	67%	20%		
5. Collaborates with teams to map new workflows.	14	4.21	85.7	14%	50%	36%		

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. Encourages teams to experiment with new tools and approaches.	4.00	4.13	+0.13 ▲
2. Coordinates with HR, IT, and leadership to align change activities across the organization.	4.40	4.33	-0.07 ▼
3. Trains employees how to use software applications.	4.47	4.33	-0.13 ▼
4. Tracks the percentage of code generated with AI assistance by the team.	4.47	4.07	-0.40 ▼
5. Collaborates with teams to map new workflows.	4.20	4.21	+0.01 ▲

Flexibility

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 Significant Development) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
6. Encourages a culture of experimentation and innovation.	15	4.33	93.3	7%	53%	40%		
7. Is flexible in responding to customer needs.	15	4.33	86.7	13%	40%	47%		
8. Dedicated to evolving and enhancing business processes, which demonstrates flexibility.	15	4.07	80.0	20%	53%	27%		
9. Accommodates the needs of employees as best as possible when requests for time off are made.	15	4.13	80.0	20%	47%	33%		
10. Selects strategies according to the demands of the situation.	15	4.13	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
6. Encourages a culture of experimentation and innovation.	4.13	4.33	+0.20 ▲
7. Is flexible in responding to customer needs.	4.33	4.33	
8. Dedicated to evolving and enhancing business processes, which demonstrates flexibility.	4.20	4.07	-0.13 ▼
9. Accommodates the needs of employees as best as possible when requests for time off are made.	4.67	4.13	-0.53 ▼
10. Selects strategies according to the demands of the situation.	4.47	4.13	-0.33 ▼

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 Significant Development) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
11. Establishes clear and actionable goals to guide the team's efforts and ensure progress.	15	4.67	100.0	33% 67%				
12. Reacts quickly to emerging situations and needs.	15	4.20	86.7	7%	7%	47%		40%
13. Works across organizational lines and boundaries to attain goals.	14	3.64	57.1	14%	29%		36%	21%
14. Is punctual and consistently meets deadlines.	14	4.14	85.7	7%	7%	50%		36%
15. Focuses efforts on tasks that need to be completed first.	15	4.47	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
11. Establishes clear and actionable goals to guide the team's efforts and ensure progress.	4.20	4.67	+0.47 ▲
12. Reacts quickly to emerging situations and needs.	3.93	4.20	+0.27 ▲
13. Works across organizational lines and boundaries to attain goals.	4.47	3.64	-0.82 ▼
14. Is punctual and consistently meets deadlines.	4.00	4.14	+0.14 ▲
15. Focuses efforts on tasks that need to be completed first.	4.27	4.47	+0.20 ▲

Analytical

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 Significant Development) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
16. Presents quantitative data in a clear and concise manner aiding in making persuasive and evidence-based arguments.	15	4.00	66.7	7%	27%	27%	40%	
17. Analyzes various legal and business situations to find patterns and draw conclusions that others might miss.	15	3.87	66.7		33%	47%	20%	
18. Determines the relevance and accuracy of information.	15	4.20	86.7	7%	7%	47%	40%	
19. Open to investigating novel approaches and methods.	15	4.33	86.7	13%	40%	47%		
20. Uses methods to confirm theories with real-world evidence.	15	4.40	100.0		60%	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
16. Presents quantitative data in a clear and concise manner aiding in making persuasive and evidence-based arguments.	3.64	4.00	+0.36 ▲
17. Analyzes various legal and business situations to find patterns and draw conclusions that others might miss.	4.33	3.87	-0.47 ▼
18. Determines the relevance and accuracy of information.	3.93	4.20	+0.27 ▲
19. Open to investigating novel approaches and methods.	4.33	4.33	
20. Uses methods to confirm theories with real-world evidence.	3.60	4.40	+0.80 ▲

Initiative

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 Significant Development) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
21. Expands the offerings of the department by working evenings and weekends.	15	3.93	73.3	27%		53%		20%
22. Champions under-supported ideas by building coalitions or reframing proposals to gain traction.	15	4.00	66.7	13%	20%	20%	47%	
23. Does things without being told.	15	4.07	80.0	20%		53%		27%
24. Launches initiatives that measurably improve team performance, efficiency, or morale.	15	4.00	73.3	13%	13%	33%	40%	
25. Identifies emerging trends or shifts in the business environment and takes the initiative to adjust plans accordingly.	15	4.07	86.7	13%		67%		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
21. Expands the offerings of the department by working evenings and weekends.	4.20	3.93	-0.27 ▼
22. Champions under-supported ideas by building coalitions or reframing proposals to gain traction.	4.20	4.00	-0.20 ▼
23. Does things without being told.	4.13	4.07	-0.07 ▼
24. Launches initiatives that measurably improve team performance, efficiency, or morale.	3.80	4.00	+0.20 ▲
25. Identifies emerging trends or shifts in the business environment and takes the initiative to adjust plans accordingly.	4.13	4.07	-0.07 ▼

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 (Needs Significant Development) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
26. Seeks new ideas and adapts to changing environments.	15	4.00	80.0	7%	13%	53%		27%
27. Embraces disruptive strategies enabling the organization to create groundbreaking advancements that outpace competitors.	15	3.67	66.7	20%	13%	47%		20%
28. Looks beyond company for new ideas and innovative approaches.	15	4.40	86.7	13%	33%	53%		
29. Facilitates acceptance of new ideas.	15	4.07	80.0	20%	53%			27%
30. Seeks innovative ways to change, grow, and improve the company.	14	4.00	92.9	7%	86%			7%

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. Seeks new ideas and adapts to changing environments.	4.47	4.00	-0.47 ▼
27. Embraces disruptive strategies enabling the organization to create groundbreaking advancements that outpace competitors.	4.00	3.67	-0.33 ▼
28. Looks beyond company for new ideas and innovative approaches.	4.33	4.40	+0.07 ▲
29. Facilitates acceptance of new ideas.	4.07	4.07	
30. Seeks innovative ways to change, grow, and improve the company.	4.00	4.00	

Commitment

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 Significant Development) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
31. Elevates customer experiences by cultivating employee expertise and loyalty to organizational goals.	15	4.27	93.3	7%	60%			33%
32. Focuses efforts on the most impactful commitments rather than scattering energy.	14	4.14	92.9	7%	71%			21%
33. Connects individual roles to organizational objectives, helping employees see how their work contributes to success.	15	4.27	100.0		73%			27%
34. Maintains discipline in execution, ensuring commitment to rigor and consistency in work.	15	4.40	93.3	7%	47%			47%
35. Frames customer service as a shared responsibility tied to organizational success.	15	3.47	53.3	13%	33%		47%	7%

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. Elevates customer experiences by cultivating employee expertise and loyalty to organizational goals.	4.27	4.27	
32. Focuses efforts on the most impactful commitments rather than scattering energy.	4.20	4.14	-0.06 ▼
33. Connects individual roles to organizational objectives, helping employees see how their work contributes to success.	3.67	4.27	+0.60 ▲
34. Maintains discipline in execution, ensuring commitment to rigor and consistency in work.	4.00	4.40	+0.40 ▲
35. Frames customer service as a shared responsibility tied to organizational success.	4.20	3.47	-0.73 ▼

Safety

Level of Skill

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

Item	n	Avg	LOA	Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
36. Ensures damaged or worn PPE is replaced immediately to maintain protection.	15	4.20	93.3	7%	67%			27%
37. Supports safety programs and procedures.	15	4.27	93.3	7%	60%			33%
38. Supports employees during and after disruptive events to maintain safety and continuity.	15	4.00	80.0	20%		60%		20%
39. Ensures employees have access to personal protective equipment (PPE).	15	4.07	86.7	7%	7%	60%		27%
40. Conducts follow up safety inspections after critical incidents.	15	4.33	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
36. Ensures damaged or worn PPE is replaced immediately to maintain protection.	4.00	4.20	+0.20 ▲
37. Supports safety programs and procedures.	4.21	4.27	+0.05 ▲
38. Supports employees during and after disruptive events to maintain safety and continuity.	4.07	4.00	-0.07 ▼
39. Ensures employees have access to personal protective equipment (PPE).	3.87	4.07	+0.20 ▲
40. Conducts follow up safety inspections after critical incidents.	4.27	4.33	+0.07 ▲

Strategic Focus

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 Significant Development) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
41. Mobilizes change through executive leadership to implement corporate strategies.	15	3.93	80.0	13%	7%	53%		27%
42. Able to decline a poor strategy by proposing alternate strategies.	15	4.33	93.3	7%		47%		47%
43. Identifies and addresses strategic risks impacting operations.	15	4.13	86.7	13%		60%		27%
44. Determines the best approach to achieving desired goals.	15	4.20	100.0			80%		20%
45. Evaluates and reviews the implementation of the strategic plan to ensure achievement of the objectives.	15	4.27	86.7	7%	7%	40%		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
41. Mobilizes change through executive leadership to implement corporate strategies.	3.87	3.93	+0.07 ▲
42. Able to decline a poor strategy by proposing alternate strategies.	4.13	4.33	+0.20 ▲
43. Identifies and addresses strategic risks impacting operations.	4.20	4.13	-0.07 ▼
44. Determines the best approach to achieving desired goals.	4.87	4.20	-0.67 ▼
45. Evaluates and reviews the implementation of the strategic plan to ensure achievement of the objectives.	4.27	4.27	

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?

What do you like best about working with this individual?

What do you like least about working with this individual?

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

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

Any final comments?