



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.

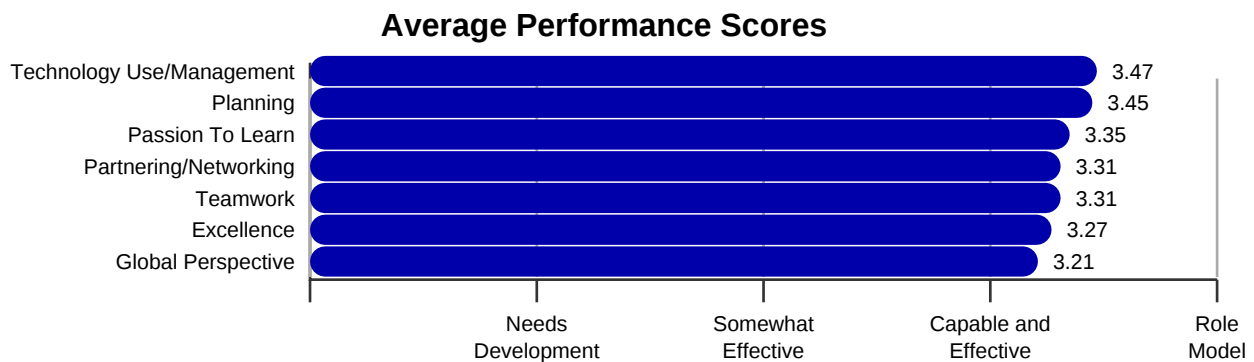
What to Do with Your Feedback

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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
1. Evaluates the long-term scalability, sustainability, and total cost of ownership of technology options.	15	3.20	93.3	7%	67%		27%
2. Applies complex rules and regulations to maintain optimal system performance.	15	3.87	100.0	13%	87%		
3. Identifies misuse or risky practices and intervenes early to prevent issues.	15	3.33	93.3	7%	53%		40%
4. Implements automated code generation and testing.	15	3.60	93.3	7%	27%	67%	
5. Engages frontline employees in diagnosing workflow issues, ensuring optimization efforts reflect real operational needs rather than assumptions.	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. Evaluates the long-term scalability, sustainability, and total cost of ownership of technology options.	3.29	3.20	-0.09 ▼
2. Applies complex rules and regulations to maintain optimal system performance.	3.65	3.87	+0.22 ▲
3. Identifies misuse or risky practices and intervenes early to prevent issues.	3.18	3.33	+0.16 ▲
4. Implements automated code generation and testing.	3.41	3.60	+0.19 ▲
5. Engages frontline employees in diagnosing workflow issues, ensuring optimization efforts reflect real operational needs rather than assumptions.	3.24	3.33	+0.10 ▲

Comments:

- Take charge without feeling like you need approval.
- Could be more self-aware of impact on other team members
- Always approachable no matter how busy she is.
- Transparency and honesty is important early in the process.
- ____ has been eager to learn her new position and is transitioning well.
- I wish I had 5 more years to learn from _____. She teaches me with every interaction.

Passion To Learn

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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
6. Demonstrates a willingness to participate in continuing education courses.	15	3.20	93.3	7%	60%		33%
7. Inspires others to learn new things.	15	3.20	86.7	13%	53%		33%
8. Stays up-to-date on emerging technologies.	15	3.40	93.3	7%	47%		47%
9. Holds self and associates accountable for goal achievement.	15	3.47	93.3	7%	40%		53%
10. Takes initiative for own learning and development.	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. Demonstrates a willingness to participate in continuing education courses.	3.24	3.20	-0.04 ▼
7. Inspires others to learn new things.	3.41	3.20	-0.21 ▼
8. Stays up-to-date on emerging technologies.	3.24	3.40	+0.16 ▲
9. Holds self and associates accountable for goal achievement.	3.18	3.47	+0.29 ▲
10. Takes initiative for own learning and development.	3.35	3.47	+0.11 ▲

Comments:

- She has been a great addition to the department in this area.
- ___ has been a consistent resource to the Operations teams as we work in improving our scores.
- ___ does an amazing job of keeping us well informed of changes, and consistently asking us if we understand our roles and responsibilities and if there is anything we need to fulfill our position.
- ___ is creative and has great ideas and she's quick to implement her ideas; which leads to change. Change is good, and to help us successfully implement ideas, it would be helpful to take a moment to assess if everyone has a clear understanding of the change. The team has a heavy workload, and it is challenging to focus on change while maintaining focus and quality of work on projects.
- I enjoy working with ___ very much.
- Her leadership skills make me jealous and consider her a mentor on how I would want to be in that position

Excellence

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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
11. Can be counted on to add value wherever they are involved.	15	3.53	100.0	47%		53%	
12. Demonstrates the functional or technical skills necessary to do their job.	15	3.27	100.0	73%			27%
13. Demonstrates the analytical skills to do their job.	15	3.33	100.0	67%			33%
14. Keeps themselves and others focused on constant improvement.	15	3.13	86.7	13%	60%		27%
15. Is planful and organized.	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. Can be counted on to add value wherever they are involved.	3.47	3.53	+0.06 ▲
12. Demonstrates the functional or technical skills necessary to do their job.	3.47	3.27	-0.20 ▼
13. Demonstrates the analytical skills to do their job.	3.35	3.33	-0.02 ▼
14. Keeps themselves and others focused on constant improvement.	3.18	3.13	-0.04 ▼
15. Is planful and organized.	3.00	3.07	+0.07 ▲

Comments:

- ___ is a great role model and leader. Others could learn from her style.
- Her engagement, commitment and communication skills are absolutely outstanding, creating an environment of teamwork and absolute pleasure and honor for anyone to be part of her team.
- ___ defines outcomes clearly and sets expectations/timelines with regards to results. She facilitates conversations that include shared decision making and encourages collaboration and teamwork throughout the organization. She is very customer and system focused.
- She completes complex, multi-faceted tasks efficiently and involves essential staff which generates support and positive momentum.
- ___ always remembers the customer is at the center of what we do.
- She has been tremendously helpful in facilitating new work flows in our area that we would have been unsuccessful at without her leadership.

Partnering/Networking

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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
16. Facilitates open and honest communication to build trust and mutual respect.	15	3.40	93.3	7%	47%	47%	
17. Successfully identifies complementary and compatible strategic partners with colleagues in the industry.	15	3.27	93.3	7%	60%		33%
18. Identifies partnerships with overseas companies to expand market opportunities.	14	3.00	92.9	7%	79%		14%
19. Willingly participates on committees and project teams.	15	3.47	100.0		53%	47%	
20. Translates complex partnership dynamics into clear, accessible explanations so stakeholders understand the collaboration and how it functions.	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. Facilitates open and honest communication to build trust and mutual respect.	3.65	3.40	-0.25 ▼
17. Successfully identifies complementary and compatible strategic partners with colleagues in the industry.	3.47	3.27	-0.20 ▼
18. Identifies partnerships with overseas companies to expand market opportunities.	3.12	3.00	-0.12 ▼
19. Willingly participates on committees and project teams.	3.59	3.47	-0.12 ▼
20. Translates complex partnership dynamics into clear, accessible explanations so stakeholders understand the collaboration and how it functions.	3.29	3.40	+0.11 ▲

Comments:

- ___ has done tremendous work this past year in the Finance team.
- She has deep technical expertise in a number of areas of human resource management.
- ___ could improve her communication style. She often does not clearly communicate her goals of a conversation or meeting and therefore doesn't always impart a clear vision for an particular outcome. Often after a meeting or conversation one can be left wondering what is the expectation of work to be completed.
- ___ is fully on board with engaging our staff in continuing improvements. I can see great improvements in team development.
- Strive for excellence. Willing to learn. Implement advice from others.
- I know I can always count on ___ to be reliable and respond in a timely manner to my request.

Teamwork

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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
21. Listens to other team members without interrupting them.	15	3.53	100.0	47%		53%	
22. Creates a culture that fosters and values collaboration.	15	3.00	80.0	20%	60%		20%
23. Supports open communication between team members.	15	2.87	80.0	20%	73%		7%
24. Expresses appreciation for the work of other team members.	15	3.47	100.0	53%		47%	
25. Encourages other team members to adopt new procedures.	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. Listens to other team members without interrupting them.	3.35	3.53	+0.18 ▲
22. Creates a culture that fosters and values collaboration.	3.00	3.00	
23. Supports open communication between team members.	2.88	2.87	-0.02 ▼
24. Expresses appreciation for the work of other team members.	3.00	3.47	+0.47 ▲
25. Encourages other team members to adopt new procedures.	3.76	3.67	-0.10 ▼

Comments:

- ___ is a very clear communicator is always prepared for meetings and projects. She works with other team members throughout the organization to reach goals whether it is her department or someone else's department, she is willing to help in any capacity she can to help reach goals.
- The department director should have the authority to lead the team toward the vision laid out by the VP.
- Provide regular updates on the progress of work/tasks/projects.
- ___'s team has great respect for her and she actively engages her staff to help them develop their skills to ensure that they are achieving their long term goals. She has worked with many different teams over the years and the management teams that she partners with have great respect for her and value her input.
- ___ always remembers the customer is at the center of what we do.
- She identified the information needed to solve the problem and was able to obtain key information, even if it involved looking outside her immediate resources.

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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
26. Develops an effective plan to guide the project.	15	3.40	93.3	7%	47%	47%	
27. Regularly makes plans for contingencies.	15	3.33	93.3	7%	53%	40%	
28. Develops plans to ensure the smooth operation of the supply chain.	15	3.53	100.0		47%	53%	
29. Determines what supplies/equipment will be needed for the department.	15	3.67	100.0		33%	67%	
30. Has plans to handle unexpected events.	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. Develops an effective plan to guide the project.	3.53	3.40	-0.13 ▼
27. Regularly makes plans for contingencies.	3.12	3.33	+0.22 ▲
28. Develops plans to ensure the smooth operation of the supply chain.	3.41	3.53	+0.12 ▲
29. Determines what supplies/equipment will be needed for the department.	3.59	3.67	+0.08 ▲
30. Has plans to handle unexpected events.	3.41	3.33	-0.08 ▼

Comments:

- ___ has done a great job in most of the areas above. She has really moved our services team forward in a very positive way.
- ___ has brought a level of professionalism and marketing skill to our team that we desperately needed. We are glad to have her direction, talent and enthusiasm.
- She strives for self improvement and is heavily invested in the same for others.
- ___ has a way of bringing out the best in people, by modeling how to be a hard worker who knows her stuff and is supportive of her colleagues and able to create a fun atmosphere that makes us all want to work hard.
- The integrity, professionalism and high ethics she exhibits everyday, every time with everyone is remarkable.
- As part of this team I feel a tremendous ownership at [CompanyName], only after a year in my position, and I strongly feel that ___'s leadership and trust and confidence in what I can accomplish for [CompanyName] has been the major key in developing this strong feeling of belonging to my new place at [CompanyName].

Global Perspective

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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
31. Volunteers for experiences and assignments abroad.	15	3.20	86.7	13%	53%	33%	
32. Addresses global supply chain issues.	15	3.40	100.0		60%	40%	
33. Identifies local innovations that could scale globally.	15	3.20	86.7	13%	53%	33%	
34. Analyzes worldwide trends, regional dynamics, regulatory landscapes, and competitive forces.	15	3.27	93.3	7%	60%	33%	
35. Aligns global supply-chain decisions with sustainability, ethical sourcing, and regulatory requirements in each region.	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. Volunteers for experiences and assignments abroad.	3.18	3.20	+0.02 ▲
32. Addresses global supply chain issues.	3.35	3.40	+0.05 ▲
33. Identifies local innovations that could scale globally.	3.18	3.20	+0.02 ▲
34. Analyzes worldwide trends, regional dynamics, regulatory landscapes, and competitive forces.	2.88	3.27	+0.38 ▲
35. Aligns global supply-chain decisions with sustainability, ethical sourcing, and regulatory requirements in each region.	3.18	3.00	-0.18 ▼

Comments:

- She has been challenging us to find other ways to communicate that would be effective, other than email.
- I garner ideas from her regularly and look to her as a mentor.
- I really appreciate her.
- ____ is a great asset to the team. We are grateful to have her.
- ____ has been an excellent addition to our department. Having a positive, supportive director has helped increase staff engagement.
- I can not say enough good things about ____.

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 conscientious and expedient in her approach to work. She gets things done quickly and efficiently.
- She consistently involves employees in shared decision making.
- ___ is able to problem solve very well.
- I have felt her support since the minute I came to [CompanyName] and appreciate her more every day.
- Delay in completing an agreed upon task which ultimately delays the process and can put others in a time crunch.
- ___ is continuously looking for ways to learn and grow as a manager. She has shown a willingness to take suggestions from the staff as well.

What do you like best about working with this individual?

- I am proud to say that ___ has greatly made so many improvements to our department, that were so desperately needed.
- I have had the opportunity to work with ___ on several projects through our Core Competency Training. All of which she has approached with a positive team building attitude.
- ___ is a valuable resource to the organization and the team.
- I appreciate her openness and availability to all the staff.
- ___ is a valuable member of the leadership team and routinely contributes perspectives missed by others.
- She is also good with follow up to make sure that the issue was resolved in a satisfactory manner.

What do you like least about working with this individual?

- I appreciate the honest evaluative feedback ___ provides for the staff in her area. This input helps immensely in the development of constructive development feedback for these professionals each year.
- ___ will sometimes delegate work while continuing to do her own work on the same project she delegated without including the employee she originally delegated the work to. This can make talented employees feel frustrated and lead to wasted time and energy.
- An all around great person who is knows smart, is not arrogant, willing to teach, and willing to give & receive honest feedback.
- ___ is decisive, protective, engaged and is excellent at providing direction without micro-managing.
- A great addition to the team.
- She is a team player and willing to help other departments and staff when needed.

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

- ___ is excellent at communicating with staff and other departments. She is able to read people well and place them where they would excel.
- The staff works very well together and is a fine tooled machine. Everyone is very good at the role and engaged. The annual scores for the department were high and I believe very accurate in representing that we are a strong team. All of the staff know what is expected of them and they know I respect their work expertise. Individually, team members work with other parts of the organization and they are all well respected and their advice is sought out, particularly, who is asked to work on projects in a number of areas, especially grant writing.
- ___ has certainly done great things at [CompanyName]. She was the perfect match for the community and the staff. She has built a strong team at [CompanyName] and their work has continued to be outstanding after she added [CompanyName] to her responsibilities. I like working with ___ at [CompanyName] and appreciate her support and leadership.. ___ has had a great deal of revisionist work to do with [CompanyName] and while it has not fully taken ahold but I am confident it will with time. She has been great at diagnosing the problems and finding solutions. She is definitely the person to redirect the work of [CompanyName] and make it a viable entity.
- ___ is a great motivator and consistently encourages staff as well as acknowledge their roles in Supply Chain Services. Always has a positive attitude.
- Don't be afraid to ask questions when stuck on a task.
- Need to continue to engage staff in team development and role clarification.

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

- Establishes a culture where everyone's contribution is acknowledged and valued.
- I think ____ is an excellent addition to the manager team. As a new manager, she seems to be doing a great job!
- ____ is a solid asset to the human resources division and the [CompanyName] senior management team.
- She keeps focused on things that are important for her department to run smoothly.
- ____ is an outstanding manager.
- ____ is the absolute definition of team player.

Any final comments?

- ____ was very clear with a shared staff member on expectations of mandatory education requirements. I am glad ____ has joined the team.
- She is by far the best manager I have ever worked for, without having to be overbearing or a micro-manager.
- She is also an excellent resource to other managers and will take the time to offer information and support.
- ____ is a great leader and supports her staff.
- ____ is an expert in process improvement and has moved into a role that will allow her to continuously learn and grow.
- She is an educator to the organization on the value of a diverse culture at [CompanyName] and how the increased diversity and cultural sensitivity serves our customer population.