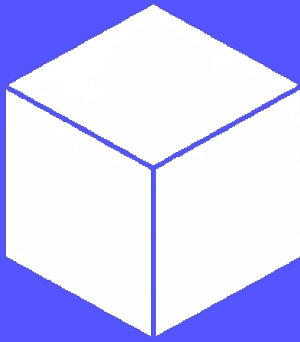




Feedback Results
Your CompanyName Here
2025

Sample Employee

Results Generated by HR-Survey

November 2025

Introduction

What you will find in this report

This report contains the results of the 360-degree feedback collected from a combination of yourself, management, and peers. These results are presented in a variety of formats to help you identify your strengths, areas for development, and areas where your ratings may diverge from those of the individuals providing you feedback. Please recognize the time and effort your respondents put into providing you with this feedback, be open to their opinions, and be willing to use their feedback as a starting point for your learning and development.

Goals of the 360 Degree Feedback

1. Increased mindfulness
2. Greater awareness of the leadership and management competencies the company is seeking to develop
3. Greater clarity about strengths to build on and areas to improve
4. Improved goal-setting for personal and professional development
5. More frequent and open communication between yourself and others about what is working well and what needs to be improved
6. Increased comfort with seeking and receiving feedback
7. Increased comfort with giving feedback

Receiving Feedback

Hearing from others how they perceive you is challenging for everyone, especially if their perceptions are different from your own. Remember that their feedback is as much about them as about you. At the same time, others' perceptions of you form the real basis of your relationships. It is a precious gift to learn from others how they perceive you, for with that information you can begin to improve your relationships and teamwork on a truly solid foundation. Give your emotional responses to the feedback time to evolve and settle down, then begin the process of making sure you understand what others are saying.

What is Feedforward and What to Do with Your Feedforward

Feedforward is the reverse exercise of feedback. It's the process of replacing positive or negative feedback with future-oriented solutions. In simple terms, it means focusing on the future instead of the past. During the upcoming Leadership sessions, you will have an extended opportunity to work with your coach to interpret your feedback and to begin to prioritize improvements you want to make.

At the end of the sessions, you will have dedicated time to factor these priorities into other session learnings to set a few focused, high-leverage goals and begin to think about how you will pursue those goals.

After the sessions, you should work with your coach to work on that pursuit.

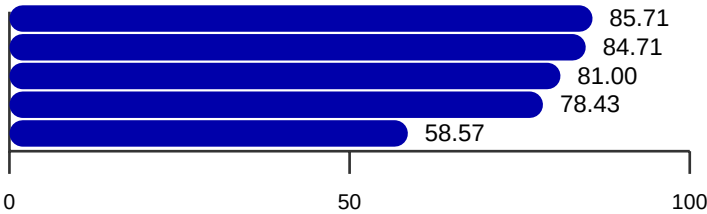
You are encouraged to communicate further with your respondents, both to clarify the meaning of the feedback they have given you and to solicit their support on your self-development journey. Even when people have not self-identified, you can conduct general conversations in which you share what you've learned and seek their further feedforward.

Summary

The questionnaire items used in this feedback process asked respondents to rate 5 competencies of leadership and management. Summary scores for each item were calculated by averaging the scores of all your respondents to that item. Your scores for the items in each competency are shown in the bar graph below, with the highest-scored competencies at the top. Your competencies that received the lowest scores appear at the bottom of the graph.

Scores by Competency

Decision Making
Attitude
Partnering/Networking
Interpersonal Skills
Achievement



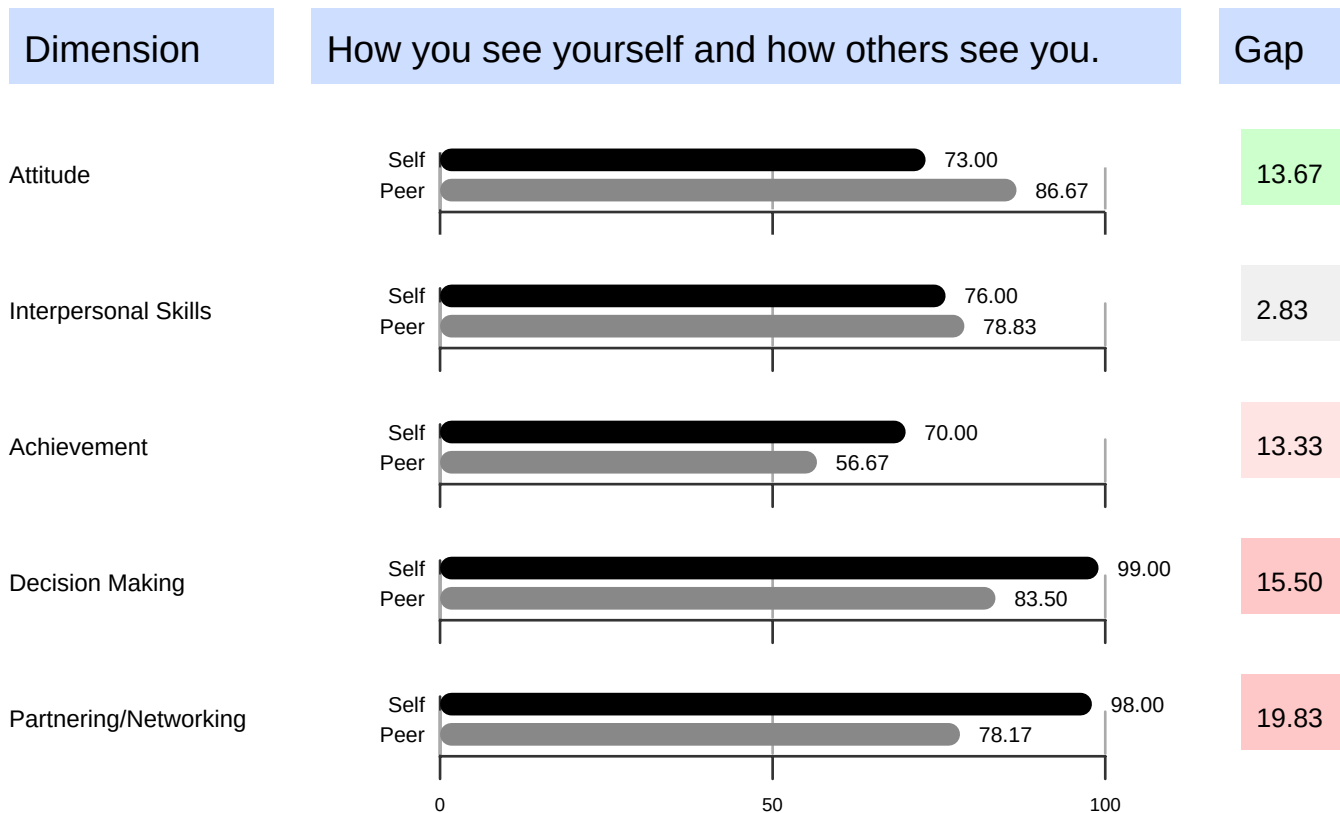
Relationship	Headcount
Self	1
Supervisor	1
Peers	2
Direct Reports	3

The results in this report are based on responses collected from individuals in different roles. This table shows the number of responses from individuals in different roles.

These different roles provide different perspectives on your behaviors, competencies, and attributes. And, of course, the perspectives of individuals in each role may be unique.

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.



Interpersonal Skills

Defintion:

Interpersonal skills encompass the ability to communicate effectively, actively listen, and foster meaningful relationships built on trust, respect, and empathy. Strong interpersonal skills allow individuals to mediate conflicts, provide constructive feedback, and adapt leadership styles to meet diverse team needs while appreciating the efforts of colleagues. By demonstrating honesty, responsiveness, and inclusivity, individuals become role models who contribute to a collaborative, ethical, and high-performing workplace culture.

Why it is important:

Statements for Level:

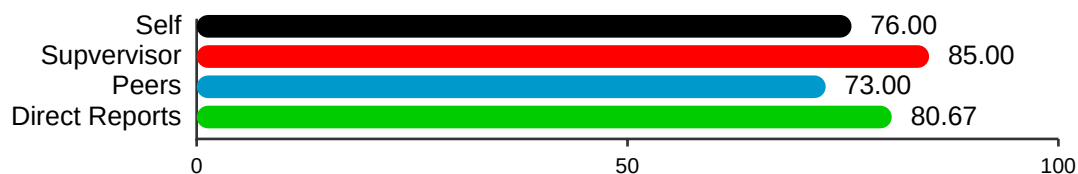
Demonstrates positive behaviors for others to follow.

Expresses appreciation of other's work.

Demonstrates a high degree of ethics and integrity in the workplace.

Pays close attention to what is being communicated verbally and nonverbally.

Successfully resolves conflicts and grievances to a win-win solution.



Provide any comments to help explain your answers.

- Getting people into the right role has been a bit challenging, but there are changes being made to adjust this in one case. There is little shared decision making on any meaningful topics.
- She has put together a fantastic leadership group that keeps the customer experience first and foremost.
- She removes barriers so that we can do our job to the best of our ability.

Attitude

Defintion:

Attitude is the mindset and behavioral approach individuals bring to the workplace, reflecting optimism, emotional steadiness, and sincere concern for others through respectful, gracious, and approachable interactions. It is expressed through traits such as excellence, accountability, humility, and pride—manifested in volunteerism, flexibility, risk-taking, and a commitment to helping others. A strong attitude fosters growth by embracing feedback, learning from mistakes, and honoring others' time, while cultivating trust, enthusiasm, and psychological safety. Ultimately, it sets the tone for a culture of collaboration and continuous improvement, where confidence, resilience, and care for both people and outcomes define every interaction.

Why it is important:

Attitude, as defined through those rich dimensions, plays a foundational role in shaping an organization's culture, employee engagement, and overall effectiveness. When individuals demonstrate respect, optimism, humility, resilience, and a genuine concern for others, it fosters psychological safety--allowing teams to collaborate with trust and creativity rather than fear or defensiveness. These traits not only drive performance and innovation, but they also signal a shared commitment to excellence, continuous learning, and collective success. Ultimately, the presence of strong attitudes across an organization elevates morale, strengthens relationships, and creates an environment where both people and results can flourish together.

Statements for Level:

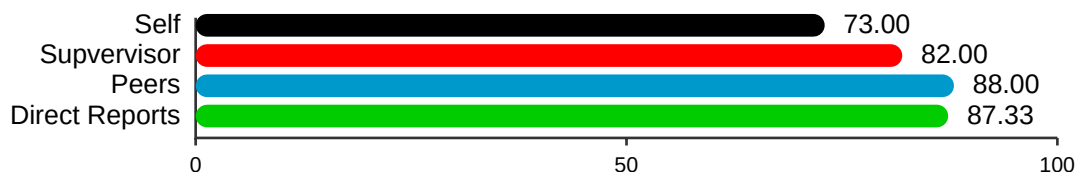
Appreciates feedback from others as an opportunity for self-improvement.

Encourages team members of the potential benefits of taking a bold step, even if success isn't guaranteed.

Shows up each day with a commitment to exceed expectations, not just meet them.

Stands by decisions when appropriate, demonstrating thoughtful risk-taking and ownership.

Demonstrates humility by embracing new ideas and feedback.



Provide any comments to help explain your answers.

- This has been a tough year on a number of fronts for me. I think I have helped position the organization with the right strategizes and metrics to drive long-term success.
- She has high expectations of us as staff and of our volunteer team so that we are providing exceptional experiences every time.
- She strives to raise the bar everyday to improve our processes to best serve our customers.
- Definitely goes out of her way to support customers.
- _____ is very customer focused.

Decision Making

Defintion:

Competence in decision making is the ability to confidently and decisively decide on a course of action after critically analyzing information, parameters and constraints. Informed decisions come from gathering information and viewing the choice from different perspectives. High quality decision making requires flexibility and openness as well as a careful evaluation of the costs and benefits.

Why it is important:

Decision making is a critical skill that affects every aspect of business operations and directly impacts success or failure. Decision making determines the strategic goals and allocation of resources.

Competent decision makers can critically analyze a situation and address problems promptly to prevent them from escalating. In times of crisis, the ability to make quick, informed decisions is essential to mitigate risks and navigate through challenging situations.

Statements for Level:

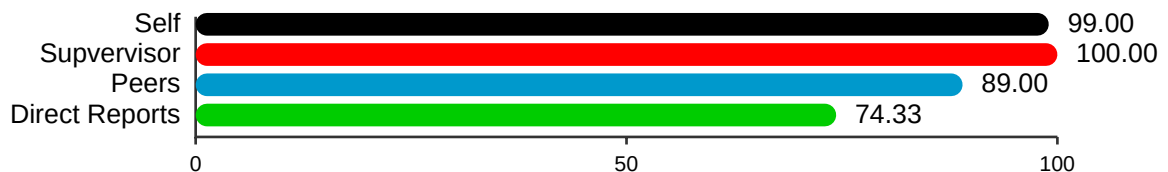
Combines and makes sense of contradictory pieces of information.

Breaks complex issues into manageable parts and organizes them in a systematic way before making decisions

Filters choices through company values, legal requirements, and long-term goals.

Adjusts decision criteria as new information emerges, ensuring relevance and feasibility.

Does not lose sight of the big picture when making decisions



Provide any comments to help explain your answers.

- I can continue to be a better role model for my staff and colleagues
- She has established credibility and trust with all the directors and managers.
- Always conducts herself in a professional manner.

Achievement

Defintion:

Achievement: a consistent drive to set and attain challenging goals, a strong desire to improve performance, and a commitment to excellence. It involves accomplishing tasks efficiently, responding to setbacks as opportunities for growth, maintaining a strong pace, and demonstrating strategic risk-taking to improve outcomes and the bottom line. Through resource allocation, adherence to best practices, and goal completion, achievement drives success by fostering continuous improvement, optimizing performance, and ensuring impactful contributions to an organization's progress.

Why it is important:

Achievement is essential for organizations and companies because it drives productivity, innovation, and long-term success. By maintaining high standards, adhering to best practices, and strategically aligning individual and team goals with company objectives, employees contribute to consistent performance and measurable results. Organizations that foster a culture of achievement encourage efficiency, resilience in the face of setbacks, and thoughtful risk-taking, all of which lead to improved outcomes and a stronger bottom line.

Statements for Level:

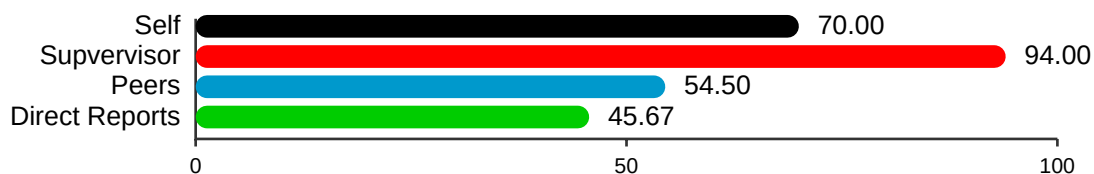
Reduced department expenses by 25 percent.

Strives to exceed standards of performance.

Follows-up and takes action when goals are not met to ensure better results in the future.

Successfully launched the ABC project.

Prioritizes time management and coordination, ensuring high-value tasks are addressed efficiently.



Provide any comments to help explain your answers.

- I need to be a better listener and slow down.
- She understands our job and works with us to improve our productivity while being concerned with our job satisfaction.
- Could improve Communication skill set.
- _____ has many responsibilities and at times needed direction is delayed as she sorts through her priorities.
Responses via email can be slow, delaying action on my part while I wait direction.

Partnering/Networking

Defintion:

Partnering/Networking is the strategic process of building alliances, expanding professional networks, and forming meaningful relationships to create opportunities and drive collaborative success. It involves aligning resources, exchanging information, fostering mutual learning, and engaging in cross-functional activities to streamline workflow while maintaining trust, commitment, and clear communication. Through effective collaboration, organizations and individuals establish common ground, define agreements, resolve conflicts, and ensure oversight in partnerships that maximize shared strengths and industry impact.

Why it is important:

Partnering/Networking is essential for organizations and companies because it fosters collaboration, drives innovation, and enhances strategic opportunities. By building alliances, expanding professional networks, and forming meaningful relationships, businesses can access new markets, share resources, and exchange valuable industry knowledge. These connections enable organizations to strengthen their competitive edge, optimize workflow efficiency, and ensure trust and commitment in long-term partnerships.

Additionally, effective partnering and networking promote adaptability and resilience by aligning interests, resolving conflicts, and facilitating agreements that support mutual success. Strong partnerships create an ecosystem where organizations can leverage complementary strengths, exchange information, and navigate complex challenges with greater agility. Through continuous engagement with industry leaders, professional associations, and cross-functional teams, companies can anticipate trends, refine strategies, and remain at the forefront of their industries.

Ultimately, organizations thrive when they cultivate relationships built on transparency, mutual learning, and shared goals. Networking unlocks new business opportunities, enhances operational efficiency, and reinforces a culture of strategic collaboration. By embracing partnering and networking as a core function, companies position themselves for sustainable growth, innovation, and long-term success in a rapidly evolving business landscape.

Statements for Level:

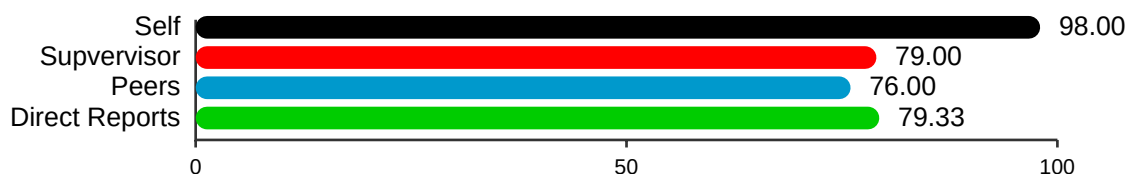
Works to combine the unique strengths of each partner to develop new products or services.

Supports strategic alliances to combine strengths of both parties.

Engages in continuous dialogue through regular meetings or virtual meetups.

Proactively addresses potential conflicts by identifying and resolving problems swiftly.

Forms strategic alliances with firms that specialize in areas that are complementary or help the company.



Provide any comments to help explain your answers.

- I would like to learn more about the budgeting process and Core Competency as well as just refreshers with different computer tools to be more proficient with them.