



Feedback Results  
Your CompanyName Here  
2025

Sample Emp

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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.

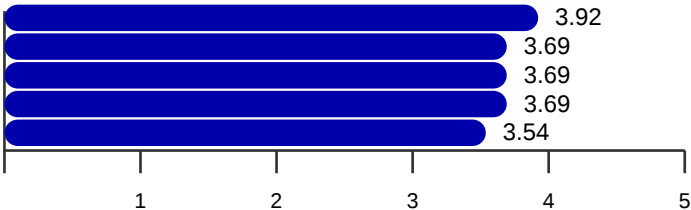
You are encouraged to communicate further with your respondents, both to clarify the meaning of the feedback they have given you and to solicit their support on your self-development journey. Even when people have not self-identified, you can conduct general conversations in which you share what you've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

Continual Learning  
Global Perspective  
Problem Solving  
Self Management  
Change Management



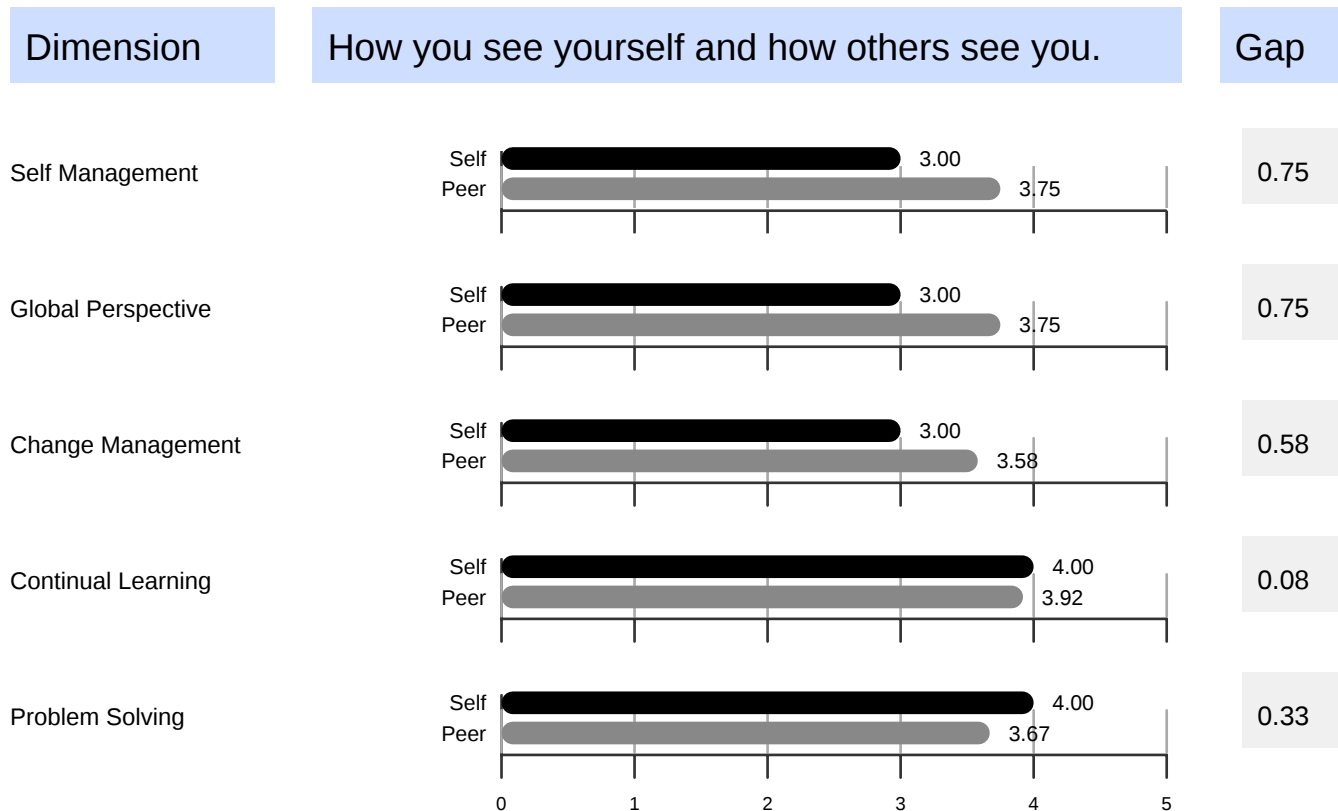
| Relationship   | Headcount |
|----------------|-----------|
| Self           | 1         |
| Supervisor     | 1         |
| Peers          | 5         |
| Direct Reports | 6         |

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.



# Problem Solving

## Defintion:

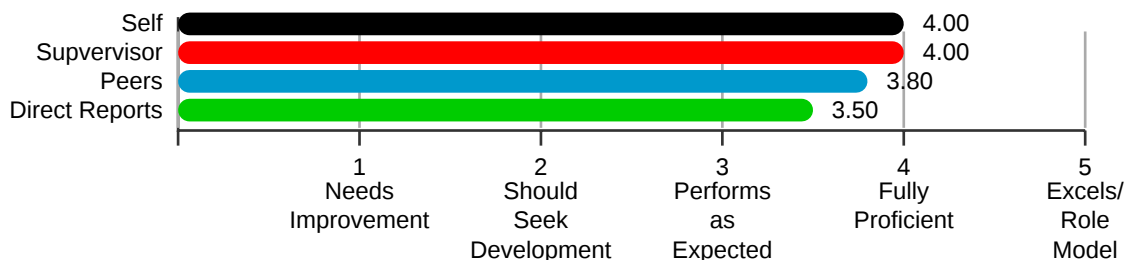
Problem solving involves identifying an issue and conducting a root cause analysis. This includes examining all contributing factors and collecting relevant information while considering the perspectives of others. Multiple solutions are developed through brainstorming, and these solutions are then evaluated for practicality, efficiency, and feasibility. Additionally, the needs and constraints imposed by the organization are balanced. The information gathered is analyzed to determine the best strategy for addressing the problem, which is then effectively implemented.

## Why it is important:

Effective problem-solving is crucial for businesses as it helps to identify and address issues before they escalate, ensuring smooth operations and minimizing disruptions. It fosters innovation by encouraging creative solutions and continuous improvement. Additionally, it enhances decision-making, leading to more efficient use of resources and better outcomes. Overall, strong problem-solving skills contribute to the long-term success and competitiveness of a business.

## Statements for Level:

I set up clear communication (e.g., regular meetings, email updates, project management software) to keep employees updated of action plans.; I am able to respond swiftly to keep the problem-solving process moving forward without unnecessary delays.; I implement actions as planned to address the problems.; I pinpoint the issues that have arisen or are expected to arise.; I compare the proposed solutions against each other and against any existing solutions to determine which one is likely to yield the best results.



## Provide any comments to help explain your answers.

- I do believe that when change is initiated by her that more forethought on the potential consequences could be given. Like any group of people, staff are sensitive to change especially when they perceive the change as being for the sake of change.
- \_\_\_\_\_ always goes above and beyond in her daily work.
- \_\_\_\_\_ always put our customers first. This is very appropriate and in line with our mission and executive communications.
- Her guidance is outstanding, as her expectations are very high and that allows anyone to grow and learn under her mentoring skills.
- She is very focused on bringing out best in employees and encourages all to get involved with any and all problems to come up with solutions that benefit the team.
- Despite the fact that \_\_\_\_\_ has experienced very few opportunities that would increase her engagement, she has remained dedicated to [CompanyName] and especially to her staff.

# Change Management

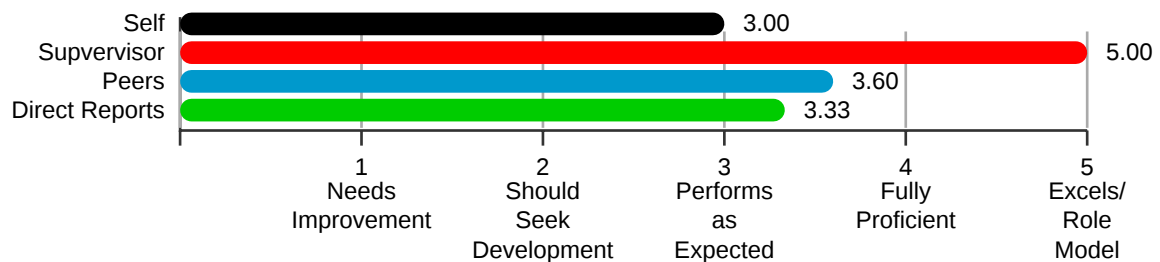
## Defintion:

Change management is the structured approach to transitioning individuals, teams, and organizations from current practices to new processes by creating awareness, communicating vision, and establishing clear goals for change. It requires proactive planning, stakeholder involvement, coalition-building, and incentivizing adoption while addressing resistance and fostering agility in evolving environments. Through monitoring, adapting strategies, and providing support and training, effective change management ensures seamless implementation, long-term success, and sustained organizational growth.

## Why it is important:

## Statements for Level:

You adopt changes to set and example for others to follow.; You solicit input from management consultants.; You offer retaining and emotional support to employees impacted by changes.; I leverage the experience and clout of senior leadership to be advocates for change.; I develop plans for following through on the changes.



## Provide any comments to help explain your answers.

- I enjoy working with \_\_\_\_\_. She is very responsive to questions. She seeks out advice or discussion with me at the appropriate times to make sure her projects are successful.
- \_\_\_\_\_ always presents herself in the most professional manner.
- She is a great leader.
- Although I have only reported to \_\_\_\_\_ for a couple of months, the quality of my work life has improved greatly.
- She is well respected by her peers and it is clear to see why.
- I admire \_\_\_\_\_'s decision making skills when it comes to hiring new employees for our department.

# Self Management

## Defintion:

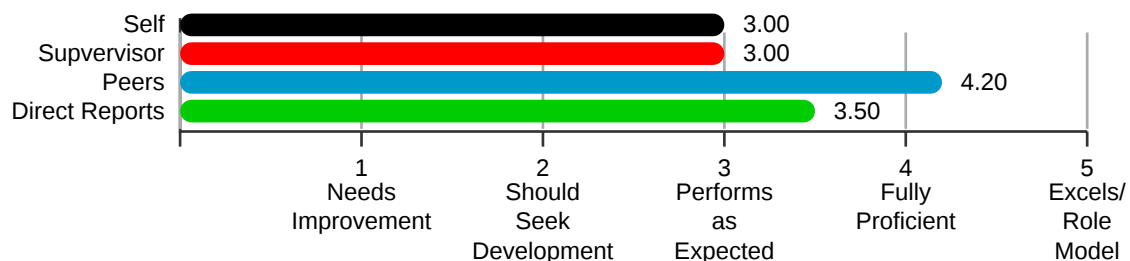
Manages own responses to feelings and actions. Uses introspection and self-evaluation to improve their own performance.

## Why it is important:

This is a critical skill set for achieving success in business by allowing you to provide solutions that are tailored to their specific challenges. This proactive approach can lead to increased customer and employee satisfaction and loyalty. This fosters a positive work environment allowing employees to feel more secure and valued in the organization.

## Statements for Level:

You consciously control own negative emotions in order to keep team morale up.; You use patience and self-control in working with customers and associates.; You do not allow own emotions to interfere with the performance of others.; You step away from a situation to process appropriate response.; You set an example for associates during stressful periods by maintaining a positive, can-do attitude.



## Provide any comments to help explain your answers.

- I feel \_\_\_\_\_ consistently meets/exceeds in all of the Leadership Effective areas listed above, and I feel she excels in the areas related to encouragement, identifying employees' strengths, and shared decision making.
- \_\_\_\_\_ clearly communicates expectations and verifies information to ensure shared understanding. A great example was the recent coaching session at our visibility wall. This dialogue was a great opportunity to get some ideas and feedback on processes and metrics that would be meaningful to track in my departments.
- She is a joy to work for.
- As a leader, I can clearly see that \_\_\_\_\_ is open to growth as she is willing to have difficult conversations with the intent of strengthening the team. I believe the areas that need improvement will develop in time, as she gains leadership experience and mentoring.
- She looks for ways to improve processes, involves her team in the process improvements, and shares with others what her team has accomplished.
- I appreciate \_\_\_\_\_ being open to suggestions, and available when concerns brought to her.

# Continual Learning

## Defintion:

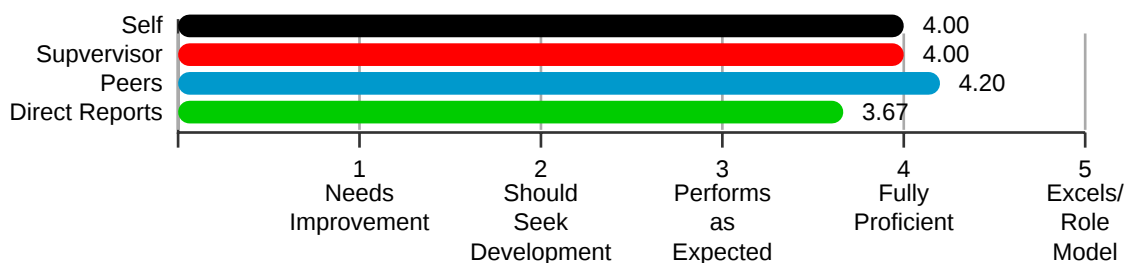
Always open to new ideas and seeking opportunities to learn. Takes the initiative to advance their knowledge and skills.

## Why it is important:

This is a critical skill set for achieving success in business by allowing you to provide solutions that are tailored to their specific challenges. This proactive approach can lead to increased customer and employee satisfaction and loyalty. This fosters a positive work environment allowing employees to feel more secure and valued in the organization.

## Statements for Level:

You improve on your skill sets.; You take charge of your training and skills enhancement.; You take the initiative to learn new skills.; You participate in regular training offered.; You set relevant learning objectives and goals.



## Provide any comments to help explain your answers.

- I feel she has really engaged with the staff and with the quality work staff performs. She has taken the time to learn more about this department, support, encourage, as well as challenge us to be better.
- \_\_\_\_\_ conducts herself with a high level of integrity and respects honesty and integrity in the people she works with.
- She is able to see the bigger picture and helps others to look past the present and how we can change the future.
- I am very thankful for all the opportunities she has provided me and I have grown in my development under her guidance. A real asset to the organization.
- She often becomes overly involved with projects and tries to change things when the projects and groups are running smoothly.
- I do see \_\_\_\_\_ improving in the following areas: following through on process improvement projects and embracing them instead of becoming defensive, open to coaching and mentorship, serving as a role model for techincal staff, collaborating more within the entire RO team and regularly attending required meetings and following through on her assignments.

# Global Perspective

## Defintion:

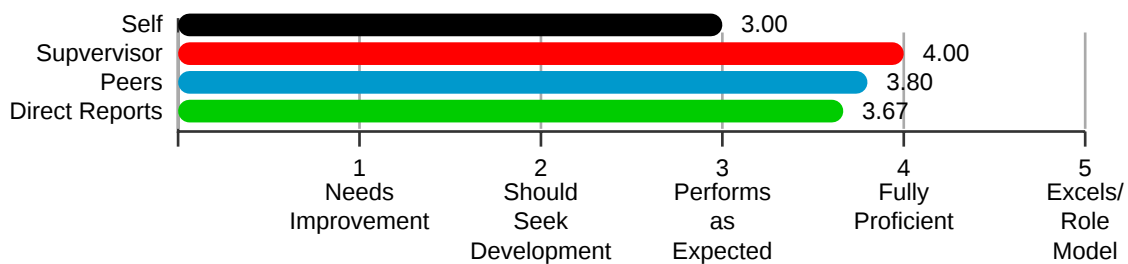
Maintains a global perspective on business functions and strategies.

## Why it is important:

This is a critical skill set for achieving success in business by allowing you to provide solutions that are tailored to their specific challenges. This proactive approach can lead to increased customer and employee satisfaction and loyalty. This fosters a positive work environment allowing employees to feel more secure and valued in the organization.

## Statements for Level:

You accept setbacks and challenges in foreign markets as improvement opportunities; You demonstrate working knowledge of global transactions.; You respect individual differences.; You develop both the cultural awareness and business skills to grow our business in all countries, and work effectively across borders with employees, customers, and shareowners.; You are able to work with others from different cultures and countries.



## Provide any comments to help explain your answers.

- I find her to be a stellar asset to our team at [CompanyName].
- \_\_\_\_\_ 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.
- She is always looking to and listening to the staff for their and needs.
- I appreciate her openness and availability to all the staff.
- She routinely demonstrates professionalism and her priority for service which is a model example for others.
- I have been in the work force for over 30 years and had outstanding directors and leaders, however \_\_\_\_\_ surpasses anyone I met before.