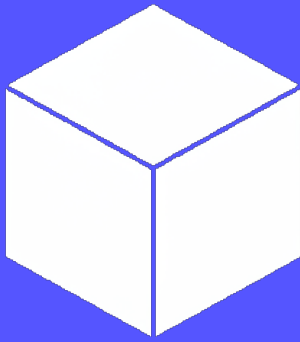




Feedback Results
Your CompanyName Here
2026

Sample Employee

Results Generated by HR-Survey

January 2026

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.

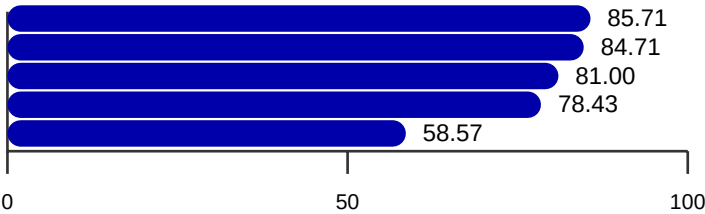
You are encouraged to communicate further with your respondents, both to clarify the meaning of the feedback they have given you and to solicit their support on your self-development journey. Even when people have not self-identified, you can conduct general conversations in which you share what you've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

Leadership
Results Oriented
Problem Solving
Safety
Company



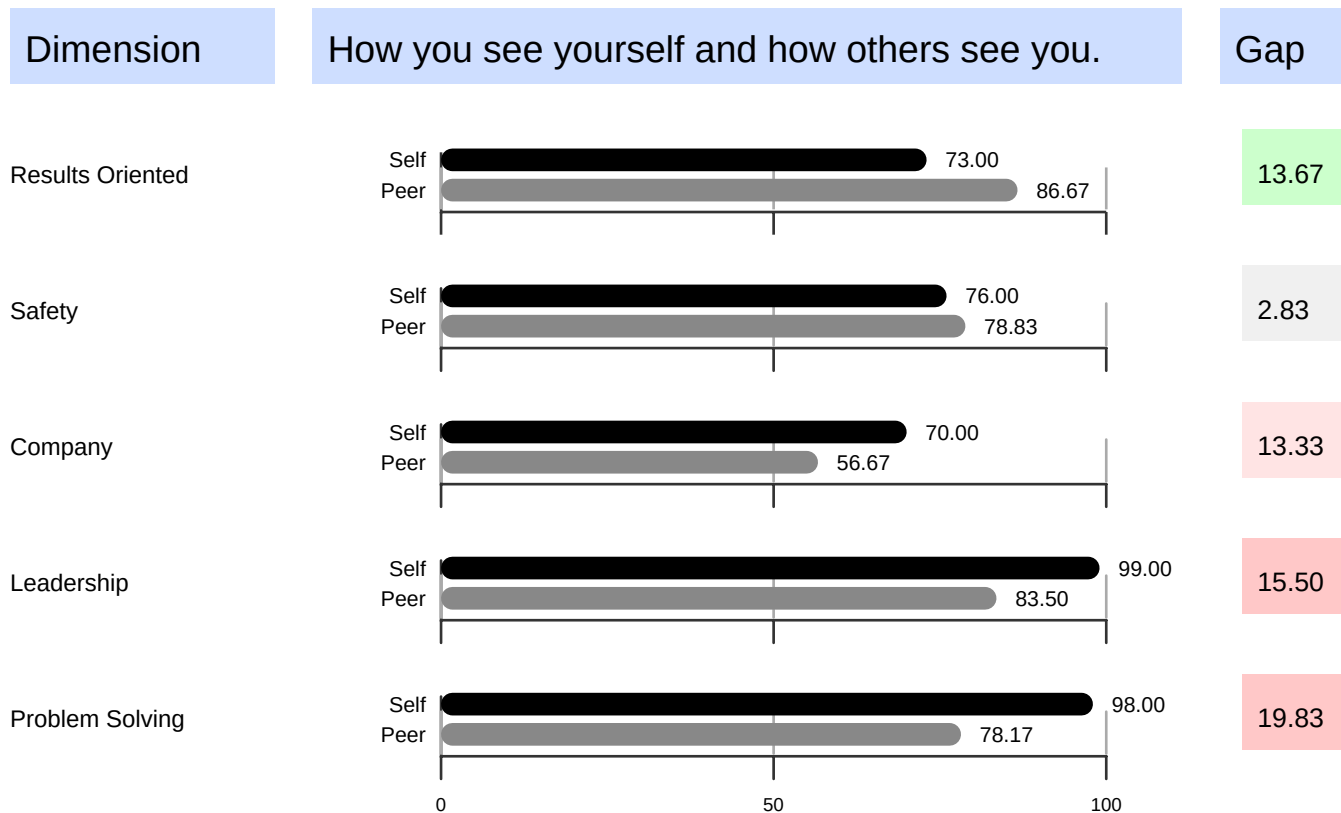
Relationship	Headcount
Self	1
Supervisor	1
Peers	2
Direct Reports	3

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.



Safety

Defintion:

Safety is the integrated practice of leading, developing, and sustaining systems that protect people by aligning roles, processes, and policies with zero injury goals while continuously strengthening programs through thoughtful planning and improvement. It requires actively assessing work practices and environments, conducting inspections and audits, and using data, documentation, and communication to identify risks, ensure compliance, and drive corrective action. Safety also depends on building capability--evaluating training needs, providing instruction, modeling participation, and ensuring employees have the knowledge, equipment, and resources to work safely across all conditions, including hazardous materials and emergency scenarios. Ultimately, Safety is a collaborative, organizationwide commitment to preventing incidents, investigating causes, mitigating hazards, and preparing for recovery so that every employee can work in a safe, healthy, and resilient environment.

Why it is important:

Safety, defined as a comprehensive system of leadership, development, analysis, auditing, implementation, communication, training, compliance, collaboration, and continuous improvement, is essential because it protects the most valuable asset any organization has--its people. When companies invest in strong safety practices, they reduce injuries, prevent costly incidents, and maintain stable operations, which directly supports productivity, quality, and organizational resilience. A robust safety system also strengthens trust: employees feel supported, leaders demonstrate accountability, and stakeholders gain confidence that the organization manages risk responsibly. Ultimately, prioritizing safety enables companies to operate ethically, sustainably, and competitively, creating a workplace where people can perform at their best and the organization can thrive over the long term.

Statements for Level:

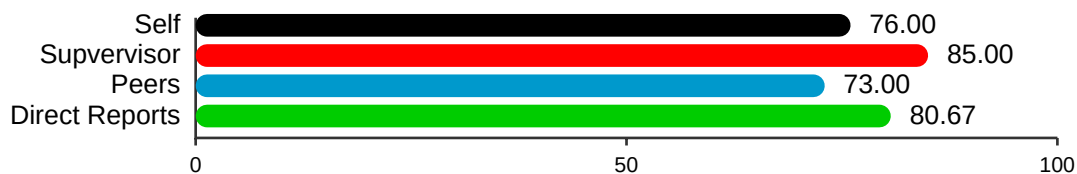
Evaluates the effectiveness of safety training through observation, feedback, and performance data.

Ensures emergency exits, pathways, and safety equipment remain accessible at all times.

Actively practices safety in the workplace.

Creates new safety initiatives.

Establishes and manages maintenance processes that keep materials-handling equipment safe and dependable.



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.
- He has put together a fantastic leadership group that keeps the customer experience first and foremost.
- He removes barriers so that we can do our job to the best of our ability.

Results Oriented

Defintion:

Results Orientation is an attitude of focusing on achieving results. Facilitated by a combination of job skills and personal attributes, individuals must set and prioritize goals, plan actions while remaining flexible to change as the situation changes. Stays focused on the task, avoid distractions and overcoming obstacles. These individuals are highly motivated and prefer to take action.

Why it is important:

Results oriented individuals are leaders having impact on the organization setting the standard by which others are measured. Achieving results is a critical function of organizations. Individuals with a results orientation help focus the direction of other employees toward a common goal, create innovative solutions to problems, increase production through efficiencies and improve the department and organization.

Statements for Level:

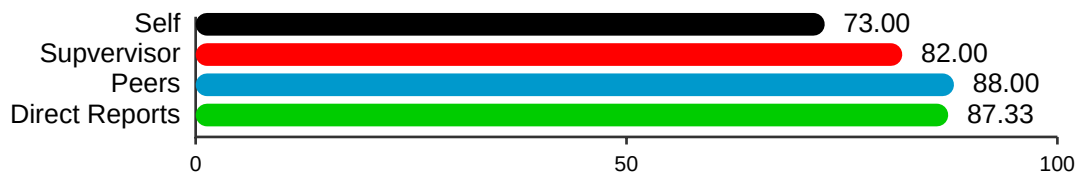
Inspires others by consistently demonstrating belief in the team's potential.

Has a strong drive to complete goals despite obstacles that may arise.

Anticipates customer needs and adjusts workflows to ensure satisfaction.

Aligns team objectives with broader organizational priorities to ensure strategic coherence.

Inspires and motivates co-workers to be productive and energetic at work



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.
- He has high expectations of us as staff and of our volunteer team so that we are providing exceptional experiences every time.
- He strives to raise the bar everyday to improve our processes to best serve our customers.
- Definitely goes out of his way to support customers.
- _____ is very customer focused.

Leadership

Defintion:

Leadership is the ability to guide and influence others through effective communication, inspiration, and decisive action, while upholding integrity and setting clear expectations to achieve organizational goals. A strong leader fosters accountability, empowers their team, and leads by example, creating an environment of trust, development, and collaboration. By demonstrating emotional intelligence, resilience, and transparency, leaders align efforts, recognize achievements, and drive high performance while mentoring and coaching individuals to reach their full potential.

Why it is important:

Effective leadership ensures clear communication, alignment of goals, and empowerment of employees, which enhances productivity and innovation. By demonstrating emotional intelligence, accountability, and resilience, leaders build trust, inspire high performance, and create an adaptable environment that positions organizations to thrive in competitive and ever-changing landscapes.

Statements for Level:

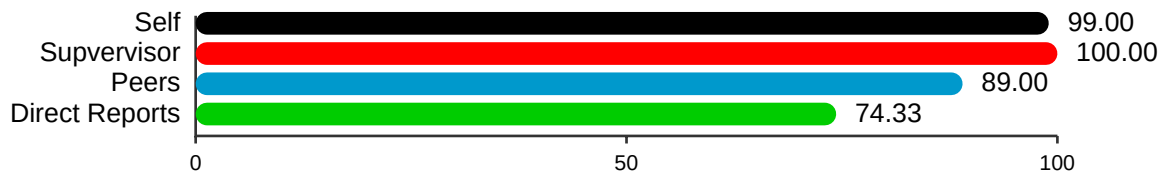
Stands firm in the face of resistance when driving necessary change.

Provides individual coaching for employees as needed.

Is able to get the appropriate resources to support individual or team initiatives.

Avoids vague statements; instead, explains what worked and why or what needs improvement and how.

Influences others in a way that results in acceptance, agreement, or behavior change.



Provide any comments to help explain your answers.

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

Company

Defintion:

A Company is a dynamic ecosystem that cultivates trust, pride, and optimism through ethical conduct, transparent communication, and a work environment designed to foster satisfaction, productivity, and camaraderie. It strategically aligns staffing, training, resources, and facilities to support evolving initiatives and objectives, while maintaining competitiveness through innovation, adaptability, and well-crafted policies. Through its image, impact, and teamwork, a Company becomes a place where employees feel empowered to contribute meaningfully and clients are consistently served with distinction.

Why it is important:

This definition of Company is important because it captures the full spectrum of what makes an organization not just functional, but exceptional—balancing operational excellence with human-centered values. By integrating dimensions like ethics, morale, adaptability, and pride alongside strategic elements like staffing, competitiveness, and resource allocation, it creates a blueprint for sustainable success and cultural resilience. Organizations that embody this holistic model are better equipped to attract top talent, foster innovation, and build enduring trust with both employees and external stakeholders.

Statements for Level:

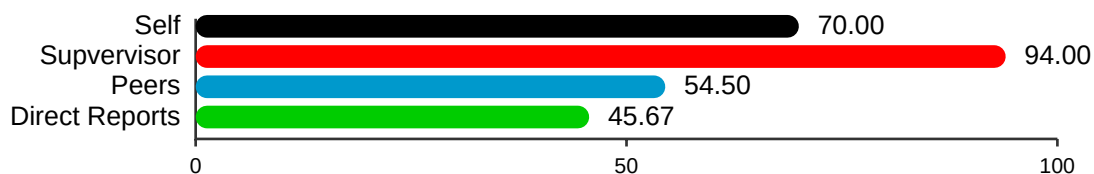
Invests in technology and tools to help employees work better.

Treats mistakes as learning opportunities, not punishable offenses.

Supports [Company]'s strategic objectives.

Ensures all voices are heard and valued, fostering a culture of inclusion and respect.

Effectively represents the department in company gatherings.



Provide any comments to help explain your answers.

- I need to be a better listener and slow down.
- He 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 he sorts through his priorities.
Responses via email can be slow, delaying action on my part while I wait direction.

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:

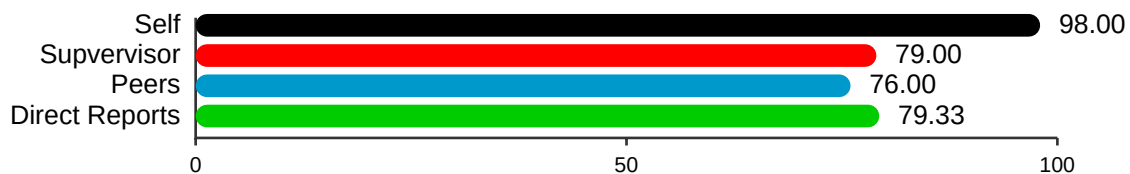
Strengthens team cohesion and communication to facilitate effective brainstorming sessions.

Effective problem-solver

Recognizes the challenges that have emerged or are about to emerge.

Stays positive and driven despite obstacles.

Understands the root causes of problems.



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.