Feedback Results
Your CompanyName Here
2025

Sample Emp

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.

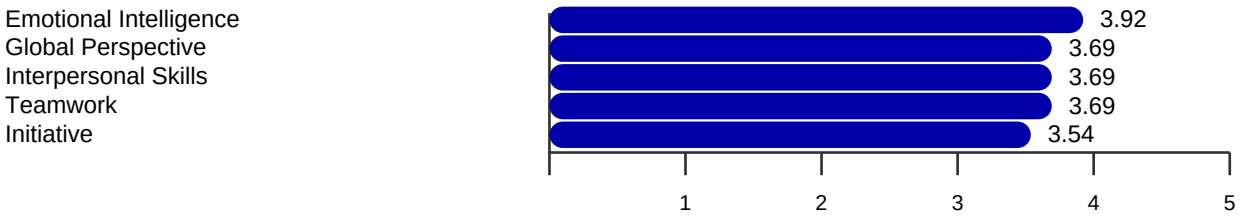
After the sessions, you should work with your coach to work on that pursuit.

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



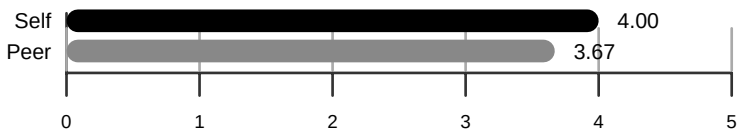
Relationship	Headcount
Self	1
Supvervisor	1
Peers	5
Direct Reports	6

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.

Dimension	How you see yourself and how others see you.	Gap
Interpersonal Skills		0.75
Global Perspective		0.75
Initiative		0.58
Emotional Intelligence		0.08
Teamwork		0.33

Teamwork

Defintion:

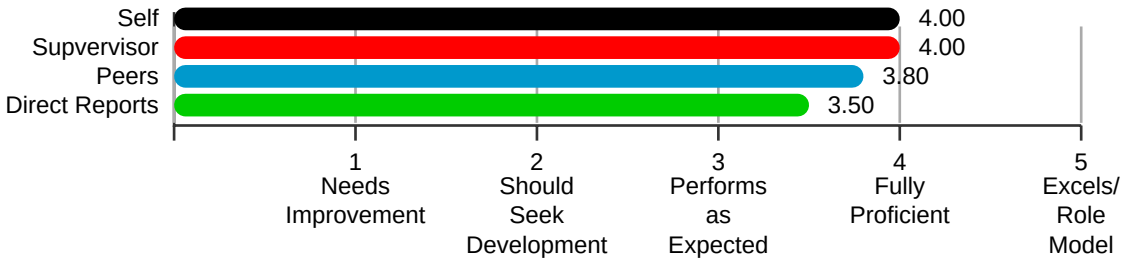
Teamwork Skills are the wide range of abilities that facilitate working together as a team including: communication, listening, interpersonal skills, collaboration, and team building. To make decisions, teams require flexibility to coordinate activities of multiple individuals. Individual contributors to the team can serve as role models for other team members. Some teams have a specified leader to help supervise or coach other team members.

Why it is important:

Teamwork skills are crucial for businesses because they enable a group of individuals to communicate and work well collaboratively towards a common goal. Teamwork skills contribute to a business's success by enabling employees to achieve more, overcome obstacles, and drive the company towards its goals.

Statements for Level:

You actively participates in the work of teams; seek and listen to others' contributions; I encourage other team members to adopt new procedures.; You emphasize the importance of getting individuals to work as a team; You willingly share your technical expertise; I am committed to the successful completion of team goals.



Provide any comments to help explain your answers.

- I do believe that when change is initiated by him 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 his daily work.
- _____ always put our customers first. This is very appropriate and in line with our mission and executive communications.
- His guidance is outstanding, as his expectations are very high and that allows anyone to grow and learn under his mentoring skills.
- He 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 his engagement, he has remained dedicated to [CompanyName] and especially to his staff.

Initiative

Defintion:

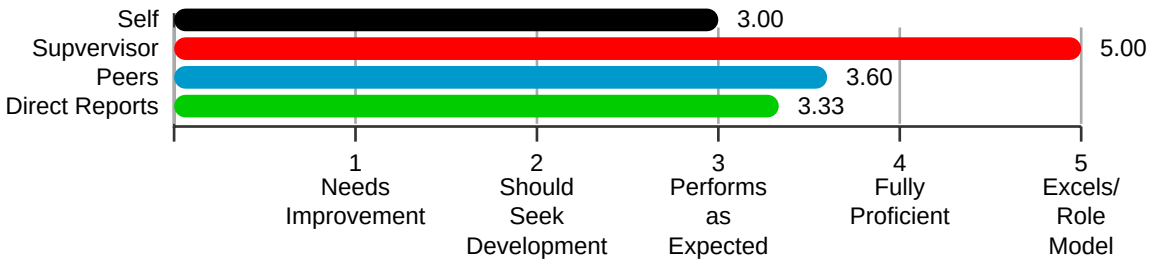
Initiative is the ability to independently recognize needs, take decisive action, and pursue meaningful outcomes without waiting for direction. It reflects a proactive mindset that anticipates challenges, seizes emerging opportunities, and mobilizes resources to address them before they escalate. Managers who demonstrate initiative act with urgency, persist through obstacles, and consistently exceed expectations by driving impact beyond their formal responsibilities. They also foster adaptive relationships and influence others to embrace change, improvement, and forward momentum.

Why it is important:

Initiative is a cornerstone of organizational agility and resilience—it empowers individuals to act decisively, solve problems proactively, and drive progress without waiting for direction. When managers consistently demonstrate initiative, they accelerate innovation, reduce bottlenecks, and capitalize on emerging opportunities that might otherwise be missed. This behavior fosters a culture of ownership and adaptability, where teams rise to challenges, exceed expectations, and align their efforts with strategic goals. Ultimately, initiative transforms reactive organizations into forward-moving ones, where momentum is sustained by motivated individuals who lead from every level.

Statements for Level:

I seize upon chances to improve the department's prospects.; I allocate resources in advance to support anticipated growth or change initiatives.; You introduce changes that reduce operational costs or increase revenue.; I begin a task and follow through until completion.; You initiate actions that impact the department/company.



Provide any comments to help explain your answers.

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

Interpersonal Skills

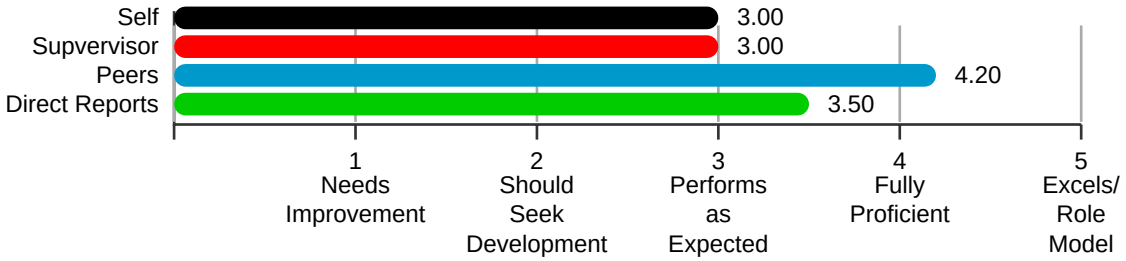
Defintion:

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:

You communicate initiatives in a clear and actionable manner to employees.; You attend to both the content and the context of what was being said.; I offer constructive criticism to have a positive impact on performance.; You believe honesty and integrity are core tenets of interpersonal relationships.; I demonstrate a high degree of ethics and integrity in the workplace.



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 he 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.
- He is a joy to work for.
- As a leader, I can clearly see that _____ is open to growth as he 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 he gains leadership experience and mentoring.
- He looks for ways to improve processes, involves his team in the process improvements, and shares with others what his team has accomplished.
- I appreciate _____ being open to suggestions, and available when concerns brought to him.

Emotional Intelligence

Defintion:

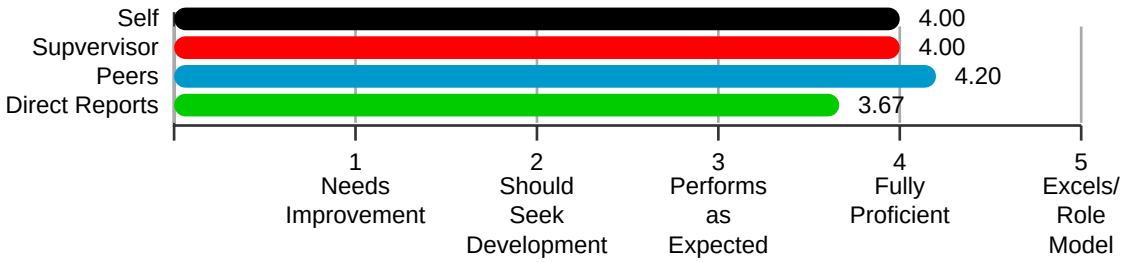
Ability to perceive, interpret, and understand the emotions of others.

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 are able to understand others' points of view.; You accurately perceive the emotional reactions of others.; You are attentive to emotional cues and interprets others' feelings correctly.; You help employees to resolve conflicts, communicate clearly, and work together to solve problems.; You are able to express yourself clearly.



Provide any comments to help explain your answers.

- I feel he has really engaged with the staff and with the quality work staff performs. He has taken the time to learn more about this department, support, encourage, as well as challenge us to be better.
- _____ conducts himself with a high level of integrity and respects honesty and integrity in the people he works with.
- He 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 he has provided me and I have grown in my development under his guidance. A real asset to the organization.
- He 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 his assignments.

Global Perspective

Defintion:

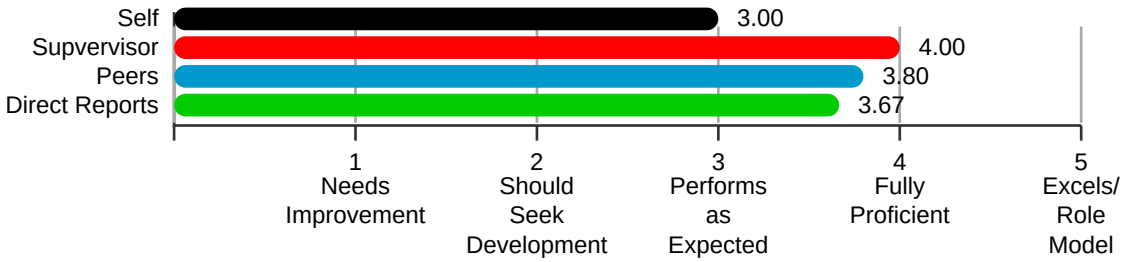
Maintains a global perspective on business functions and strategies.

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 facilitate open communication with individuals from other countries.; You apply knowledge of overseas markets.; You form strong client relationships with international partners.; You set the example for team on importance of cultural awareness.; You exemplify the skills of a global worker.



Provide any comments to help explain your answers.

- I find him to be a stellar asset to our team at [CompanyName].
- _____ could improve his communication style. He often does not clearly communicate his 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.
- He is always looking to and listening to the staff for their and needs.
- I appreciate his openness and availability to all the staff.
- He routinely demonstrates professionalism and his 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.