



Feedback Results
Your CompanyName Here
2026

Sample Emp

Results Generated by HR-Survey

May 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.

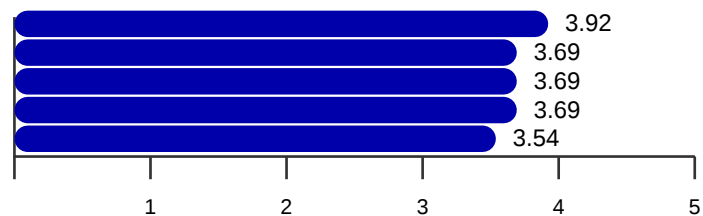
You are encouraged to communicate further with your respondents, both to clarify the meaning of the feedback they have given you and to solicit their support on your self-development journey. Even when people have not self-identified, you can conduct general conversations in which you share what you've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

Establishing Focus/Direction
Communication Skills
Regulatory/Compliance
Technology Use/Management
Problem Solving



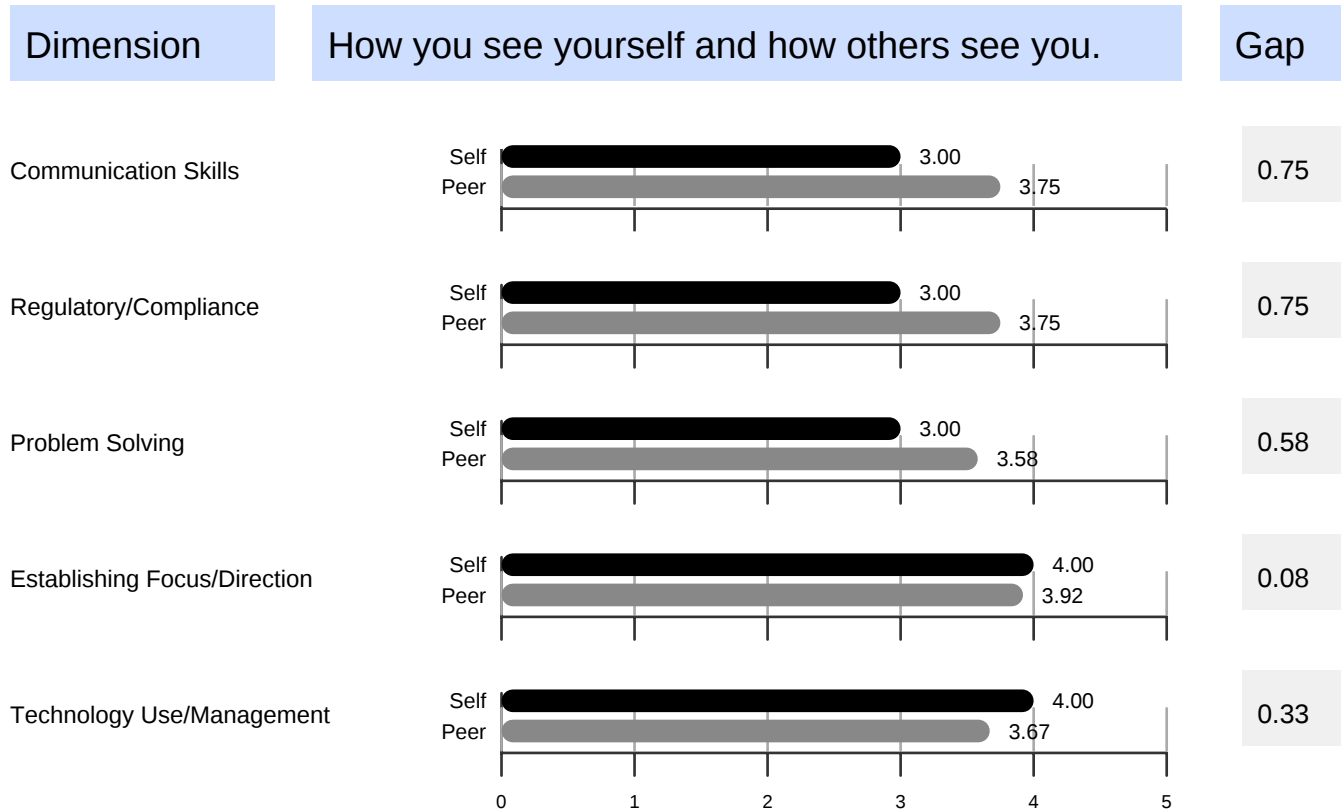
Relationship	Headcount
Self	1
Supervisor	1
Peers	5
Direct Reports	6

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.



Technology Use/Management

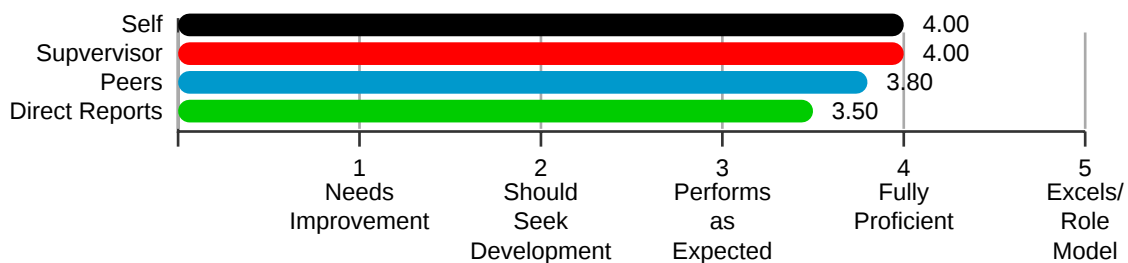
Defintion:

Technology Use/Management is the ability to implement new technologies effectively while coordinating the human, technical, and organizational transitions required for successful change. It involves integrating systems and workflows across teams, evaluating options and risks, and applying analytical insight to ensure technology genuinely improves performance. It requires optimizing processes, governing technology use responsibly, allocating resources strategically, and measuring outcomes to ensure investments deliver meaningful ROI. It also includes developing staff capabilities, shaping a supportive digital culture, and aligning roles and training so employees can confidently adopt and sustain new tools.

Why it is important:

Statements for Level:

I direct budget, staffing, and time toward technology initiatives that deliver the highest operational impact.;
 You coordinate system upgrades and integrations to align downstream tools, roles, and processes.;
 I champion digital transformation as a core strategic priority.; You identify the technical skills required for current and emerging technologies and ensure the team has the right mix of talent to support them.;
 You work with IT and process owners to close gaps that slow down collaboration or decision-making.



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.

Problem Solving

Defintion:

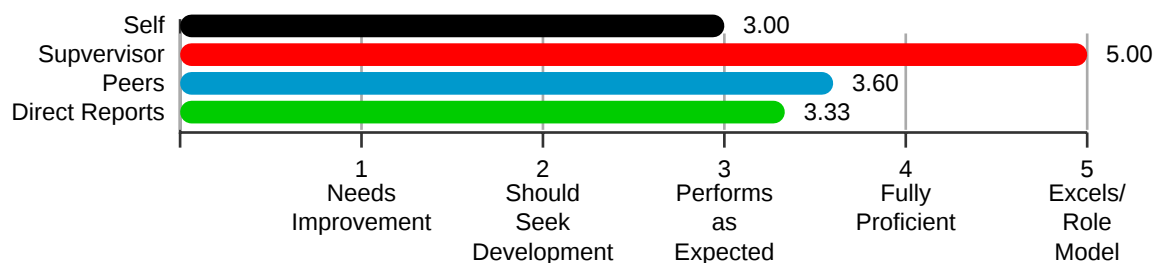
Problem solving involves identifying an issue and conducting a root cause analysis. This includes examining all contributing factors and collecting relevant information while considering the perspectives of others. Multiple solutions are developed through brainstorming, and these solutions are then evaluated 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 adapt to different problems by applying a wide range of strategies and techniques.; You solve problems that require several different criteria or constraints.; You are effective in solving difficult problems.; I remain resilient and motivated when encountering challenges or setbacks.; You work cooperatively with others to solve problems.



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.

Communication Skills

Defintion:

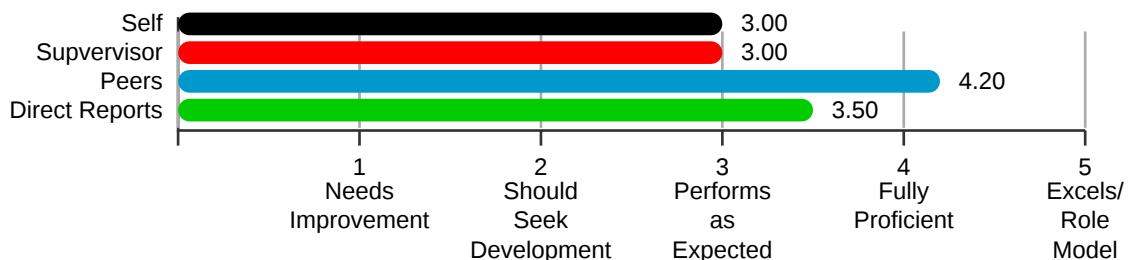
Communication skills encompass the ability to effectively convey ideas, emotions, and information through clarity, audience awareness, and responsiveness while maintaining professionalism and openness. Strong communicators use multiple methods to connect with others, adapting their approach to suit diverse audiences and ensuring messages are succinct, timely, and impactful. By being attentive, energetic, and persuasive, they excel in delivering presentations, coaching others, and fostering collaboration, empowering teams to achieve shared goals and organizational success.

Why it is important:

Strong communication skills help organizations and companies as they ensure clear, effective exchange of ideas and information, which drives productivity, collaboration, and alignment toward shared goals. Leaders and employees who communicate with clarity, responsiveness, and professionalism create an environment of trust and mutual understanding, fostering teamwork and reducing misunderstandings. Moreover, timely and impactful communication—whether delivering presentations, providing feedback, or addressing challenges—enhances decision-making, empowers individuals, and strengthens relationships, leading to overall organizational success and adaptability.

Statements for Level:

I provide feedback in a helpful and respectful way, focusing on improvement.; I give targeted, actionable, improvement-focused feedback that strengthens capability and commitment.; I use polite language and show respect for others' opinions and time.; I provide the reasoning behind choices and actions.; I notify others about developments in plans and goals.



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.

Establishing Focus/Direction

Defintion:

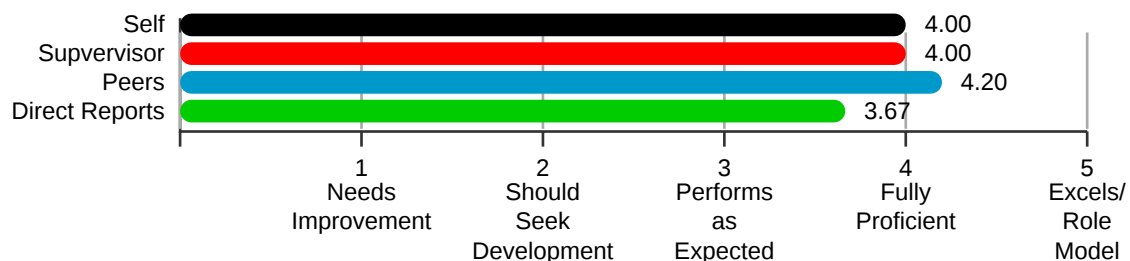
Establishing Focus/Direction is the ability to align people, plans, and resources toward meaningful goals by setting clear expectations, creating structure, and maintaining strategic clarity. It involves setting clear goals that connect individual efforts to organizational priorities, and applying situational awareness to assess risks, opportunities, and team dynamics. Managers demonstrate this competency by designing procedures, building schedules, guiding performance, and prioritizing tasks and resources to keep teams focused and productive. Success in this area also requires flexibility, self-discipline, and a commitment to monitoring progress, preparing resources, and sustaining attention through changing conditions.

Why it is important:

Establishing Focus/Direction is essential for organizations because it creates clarity, alignment, and momentum across teams. When managers set clear goals, maintain situational awareness, and translate strategy into structured plans, employees understand not only what to do—but why it matters. This competency ensures that resources are used wisely, priorities are managed effectively, and teams stay adaptable and resilient in the face of change. Ultimately, it drives consistent execution, fosters accountability, and helps organizations achieve meaningful results with purpose and precision.

Statements for Level:

I create structured timelines that provide clarity and reduce ambiguity.; You determine procedures to be follow for production.; I motivate employees by encourage their participation on projects.; I offer coaching and developmental feedback to help employees navigate challenges.; You select specific strategies and design options to help the organization achieve success within a competitive environment.



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.

Regulatory/Compliance

Defintion:

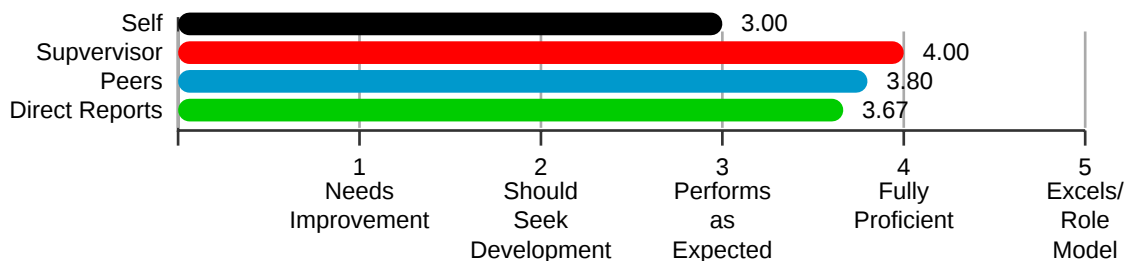
Regulatory and Compliance are the actions taken by organizations to ensure they adhere to laws, regulations, and standards relevant to their industry, thereby mitigating risks, maintaining ethical standards, and protecting the interests of stakeholders. Individuals performing this work must be proactive and responsive. It is crucial to establish robust frameworks and reporting systems to ensure compliance, alongside continuous training and education for employees.

Why it is important:

Compliance helps identify and mitigate potential legal and financial risks. Maintaining high compliance standards enhances a company's reputation. Establishing clear compliance frameworks and reporting systems streamlines operations ensuring that all employees are aware of their responsibilities and reduces the likelihood of errors or misconduct. A strong compliance culture fosters a positive work environment allowing employees to feel more secure and valued in the organization. By prioritizing regulatory and compliance efforts, businesses can safeguard their operations, enhance their reputation, and ensure sustainable growth.

Statements for Level:

I create necessary compliance policies and procedures.; I provides direction and oversight for the compliance department.; I follow up on any unresolved compliance issues.; You know who to contact at various regulatory agencies if needed.; You establish protocols for secure data transmission between departments and external regulators.



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.