



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.

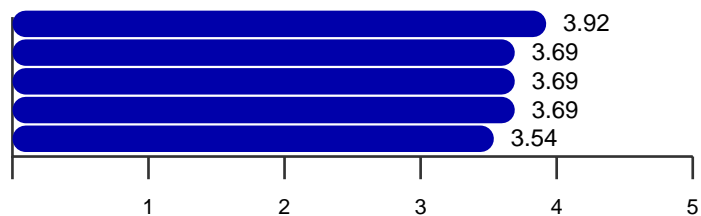
You are encouraged to communicate further with your respondents, both to clarify the meaning of the feedback they have given you and to solicit their support on your self-development journey. Even when people have not self-identified, you can conduct general conversations in which you share what you've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

Company
Commitment
Quality
Self Management
Supervisory Skills



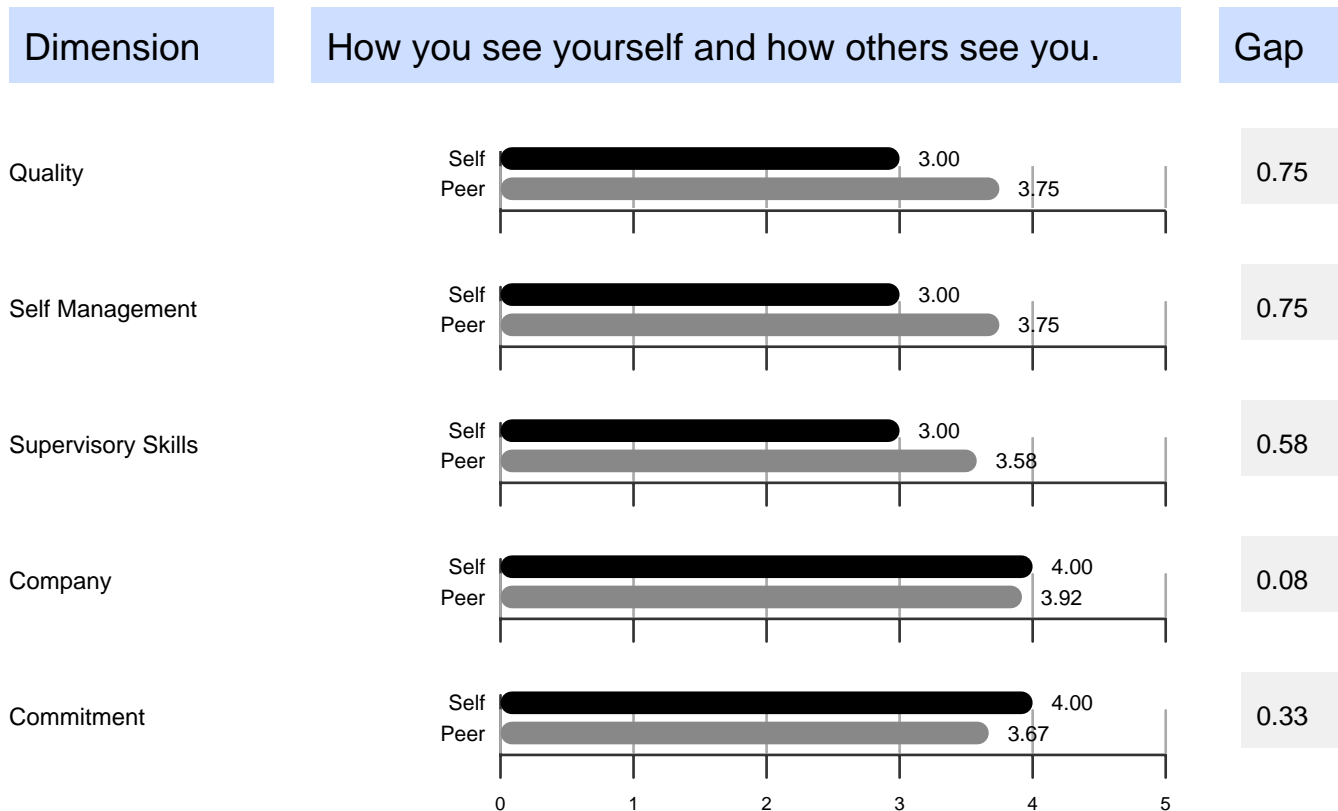
| Relationship | Headcount |
|----------------|-----------|
| Self | 1 |
| Supervisor | 1 |
| Peers | 5 |
| Direct Reports | 6 |

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.



Commitment

Defintion:

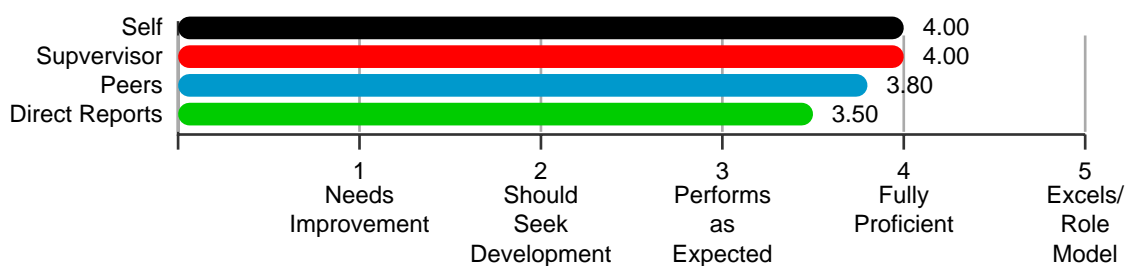
Commitment is the demonstrated dedication to a company, team, and shared goals, expressed through consistent followthrough, focus, and steadfast pursuit of results even in the face of challenges. It aligns personal values, talents, and responsibilities with organizational priorities, ensuring that individual objectives, ownership, and accountability contribute directly to collective success. Commitment inspires others by modeling resilience, urgency, and uncompromising integrity, while fostering a culture of engagement, shared values, and employee development that strengthens organizational capabilities. Ultimately, it operates across all levels of hierarchy, reinforcing alignment, loyalty, and inspiration that drive sustainable success and collective achievement.

Why it is important:

Commitment is vital for businesses because it ensures employees remain dedicated and focused, driving consistent performance even when challenges arise. When individuals align their values and goals with organizational priorities, they create ownership and accountability that directly contribute to long-term success. Commitment also fosters a culture of engagement, shared values, and employee development, which strengthens capabilities and inspires collective achievement. Ultimately, strong commitment across all levels of the hierarchy builds resilience, urgency, and loyalty that sustain growth and competitive advantage.

Statements for Level:

You foster ownership of team objectives and shared success.; You seek high-level commitment from senior managers before proceeding.; You model transparency in commitment, showing that ownership of a task means being answerable for both successes and setbacks.; I stand resolute in the face of obstacles, demonstrating commitment to achieving goals.; You demonstrate through behavior a strong investment in the organization's success.



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.

Supervisory Skills

Defintion:

Supervisory skills encompass a broad set of leadership competencies that enable managers to effectively guide and support their teams. These skills involve clear communication, decision-making, and interpersonal abilities to foster collaboration, accountability, and professional growth, while also ensuring structured performance management, disciplinary action, and conflict resolution when necessary. Strong supervisors lead by example, empower employees through delegation, provide constructive feedback, and create a positive, high-performing work environment built on teamwork, recognition, and stability.

Why it is important:

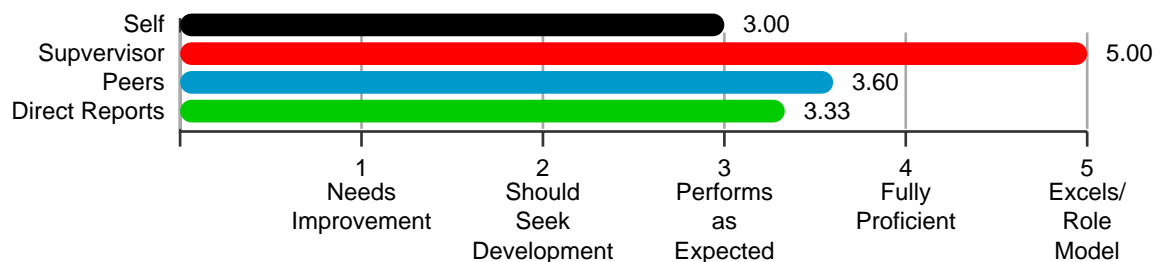
Strong supervisory skills are essential for organizations and companies because they drive productivity, foster employee engagement, and create a structured work environment. Effective supervisors ensure that teams are well-supported through clear communication, accountability, and conflict resolution, allowing employees to perform at their best. By leading by example and maintaining professionalism, supervisors build trust, boost morale, and encourage teamwork, all of which contribute to a positive and efficient workplace culture.

Additionally, supervisory skills play a critical role in employee development and retention. Through coaching, feedback, and recognition, supervisors empower employees to grow, improve their performance, and stay motivated in their roles. A well-trained management team helps maintain a high-performing workforce, reducing turnover and ensuring that employees feel valued and supported. When supervisors provide structure and clarity, employees are more likely to remain committed to company goals and contribute meaningfully to organizational success.

Ultimately, strong supervision directly impacts business outcomes by ensuring that operations run smoothly, decisions are made effectively, and employees remain engaged. Organizations that invest in supervisory skill development benefit from improved efficiency, reduced workplace conflicts, and a culture of accountability and collaboration. As businesses evolve, skilled supervisors help adapt to change, navigate challenges, and create a foundation for sustained growth and innovation.

Statements for Level:

I instruct employees on the safest way to perform tasks.; You intervene immediately if disciplinary action is warranted.; I am sought after for advice in a variety of situations.; I seek to enhance the performance of employees under my supervision.; I am a calming force during stressful periods.



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.

Quality

Defintion:

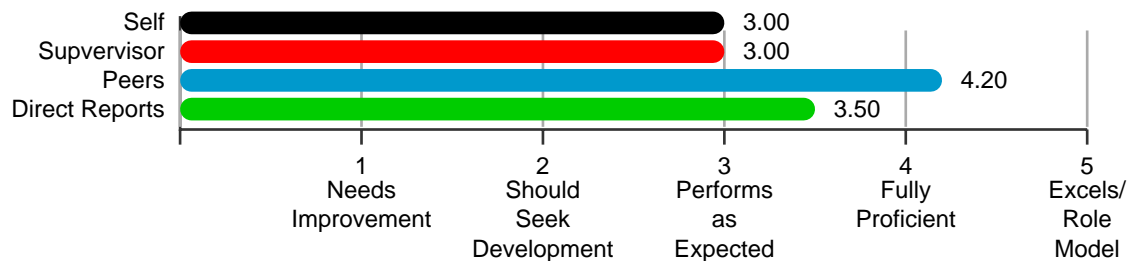
Quality is a fundamental aspect of businesses providing services or making products. It is achieved through employees' dedication to high standards, guided by exemplary leaders. It stems from creative initiatives and meticulous implementation of procedures and protocols. Prompt issue resolution is crucial to maintaining quality.

Why it is important:

Quality is important for business in that high-quality products and services meet or exceed customer expectations, leading to satisfaction and repeat customers. Consistently delivering quality helps build a strong reputation which attracts new customers. Investing in quality up-front can reduce costs in the long run. Producing products or services that meet industry standards or regulations requires and emphasis on quality.

Statements for Level:

You always strive to produce the highest quality work products.; You effectively anticipate quality issues and address them before they impact production lines.; I create quality improvement programs and processes.; You create effective policies regarding quality of services and products.; You develop and maintains quality control checklists for the manufacturing department.



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.

Company

Defintion:

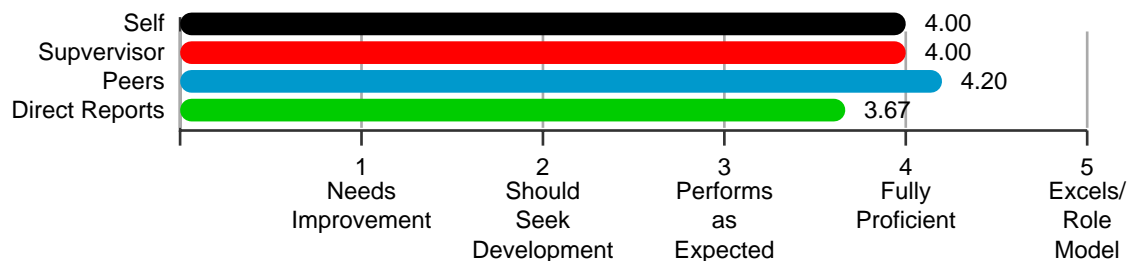
A Company is a dynamic ecosystem that cultivates trust, pride, and optimism through ethical conduct, transparent communication, and a work environment designed to foster satisfaction, productivity, and camaraderie. It strategically aligns staffing, training, resources, and facilities to support evolving 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:

I implement an EEO policy ensuring that all employees are treated fairly and without discrimination.; You maintain buildings in excellent working condition.; I regularly engage with employees to understand what drives their satisfaction and well-being.; I am proud to represent a company that others look up to.; I foster an organizational culture that focuses on collaboration, respect, and continuous learning.



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 technical staff, collaborating more within the entire RO team and regularly attending required meetings and following through on her assignments.

Self Management

Defintion:

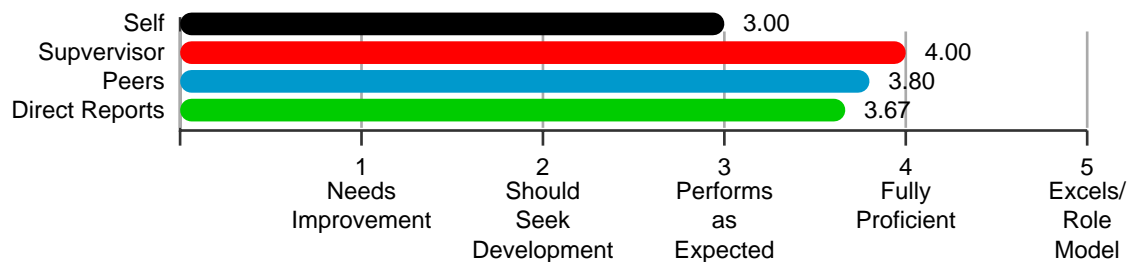
Manages own responses to feelings and actions. Uses introspection and self-evaluation to improve their own performance.

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 do not allow own emotions to interfere with the performance of others.; You set an example for associates during stressful periods by maintaining a positive, can-do attitude.; You step away from a situation to process appropriate response.; You consciously control own negative emotions in order to keep team morale up.; You analyze own reactions on the spot to ensure that communication does not appear to be driven by anger.



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.