



Feedback Results
Your CompanyName Here
2026

Sample Emp

Results Generated by HR-Survey

February 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.

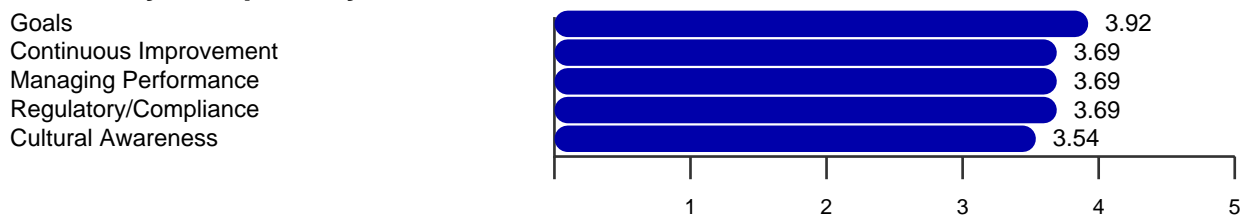
After the sessions, you should work with your coach to work on that pursuit.

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



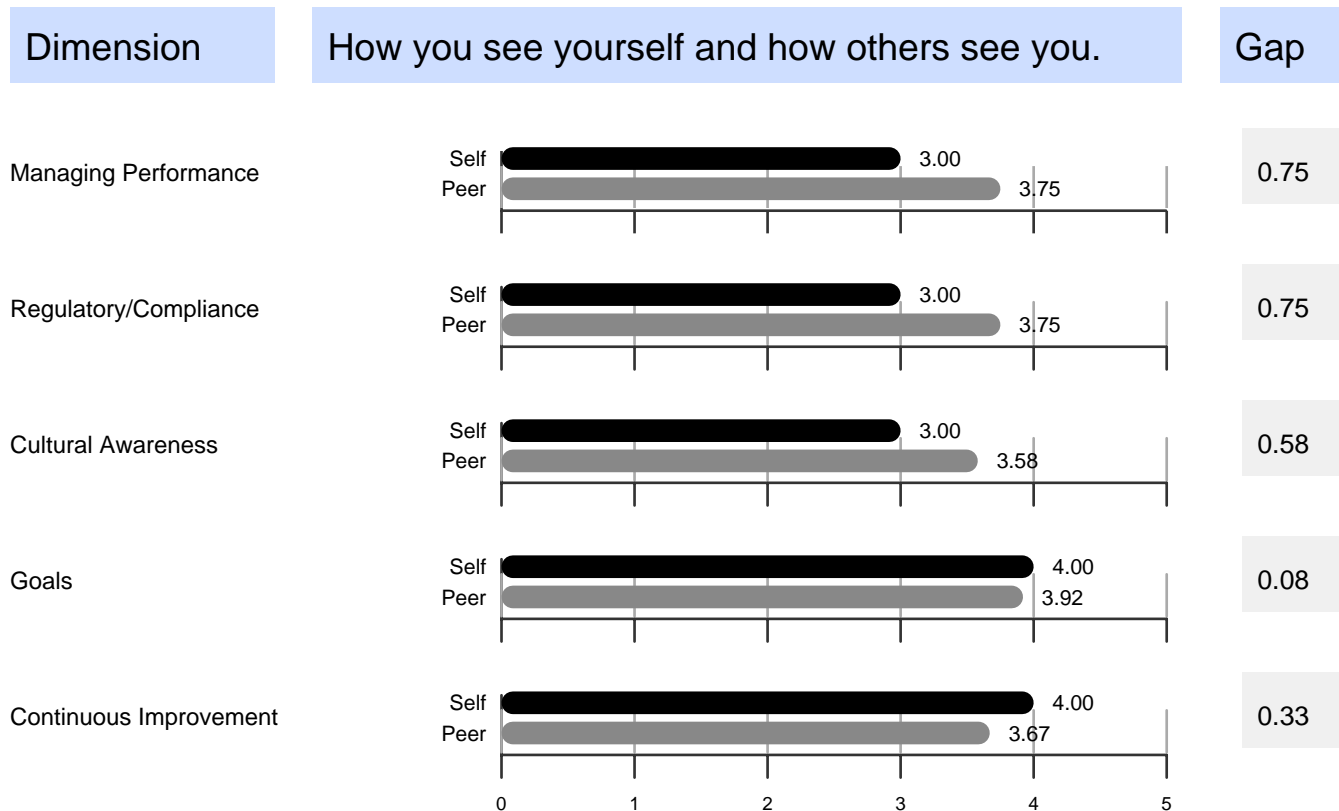
Relationship	Headcount
Self	1
Supervisor	1
Peers	5
Direct Reports	6

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.



Continuous Improvement

Defintion:

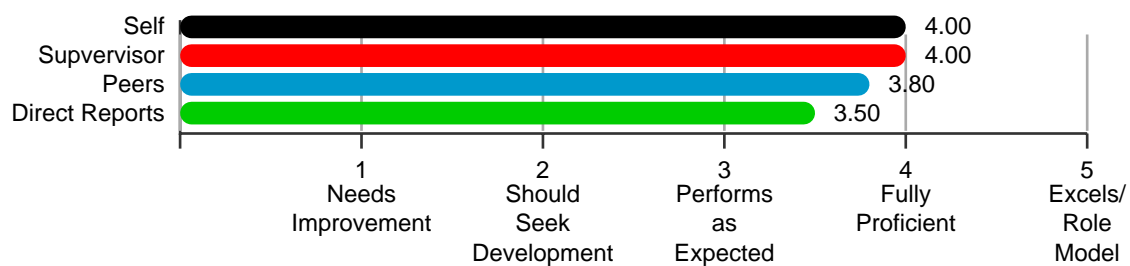
Continuous Improvement is a disciplined, organizationwide commitment to elevating quality, efficiency, and reliability through sustained personal effort, empowered employees, and a culture that expects firsttimeright performance. It strengthens processes and systems by applying technical insight, datadriven analysis, Six Sigma methods, experimentation, and bestpractice standards to optimize operations and prevent issues before they occur. It thrives on crossfunctional collaboration, knowledge sharing, training, and supportive leadership that equips people to identify opportunities, solve problems, and meet evolving customer expectations. It relies on rigorous measurement, investigation, benchmarking, and resilient design to ensure improvements are validated, sustained, and aligned with bestinclass performance.

Why it is important:

Continuous Improvement is important to organizations because it creates a selfreinforcing engine of progress rather than relying on onetime fixes or heroic efforts. When employees and managers are committed, empowered, crossfunctional, and equipped with expertise, they continually refine processes, prevent problems, and get work right the first time $\frac{1}{2}$ which directly improves quality, speed, reliability, and customer satisfaction. By measuring performance, applying Six Sigma and analytical methods, experimenting, benchmarking against bestinclass standards, and sharing knowledge, organizations build systems that optimize themselves over time instead of degrading. Ultimately, Continuous Improvement strengthens resilience, reduces waste and cost, elevates workforce capability, and builds a culture where excellence is the norm $\frac{1}{2}$ giving companies a durable competitive advantage in any environment.

Statements for Level:

You encourage and support the use of Six Sigma tools to improve production quality.; I conduct systematic experiments to refine and optimize process performance.; I create durable, high-reliability workflows that perform well under stress.; I collaborate with upstream and downstream partners to optimize end-to-end workflow performance.; I translate technical concepts into practical guidance that helps teams improve processes and equipment performance.



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.

Cultural Awareness

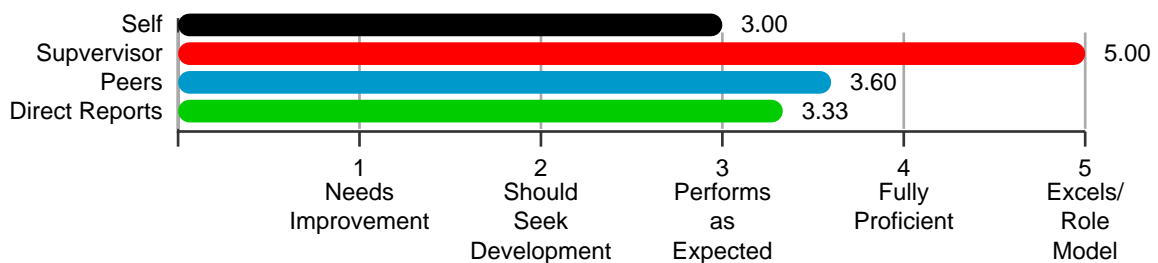
Defintion:

Cultural Awareness is the ability to recognize and reflect on one's own cultural perspectives and biases while remaining open to the unique views and traditions of others. It involves showing sensitivity by honoring cultural milestones, adapting communication respectfully, and addressing individual needs with care and empathy. Culturally aware individuals foster inclusion by listening without judgment, promoting mutual respect, and encouraging recognition of diverse voices across teams. They continuously learn, advocate for equity, and model humility and integrity; helping build safe, collaborative environments where cultural differences are valued as strengths.

Why it is important:

Statements for Level:

You recognize how cultural context influences employee motivation, communication, and collaboration.;
 You consistently acknowledge and validate the contributions of team members from all backgrounds.;
 I promote continuous learning about customs, traditions, and workplace etiquette.; I seek to reduce obstacles in communication that might arise from cultural differences.; I am aware of differences in how individuals from other cultures greet one another.



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.

Managing Performance

Defintion:

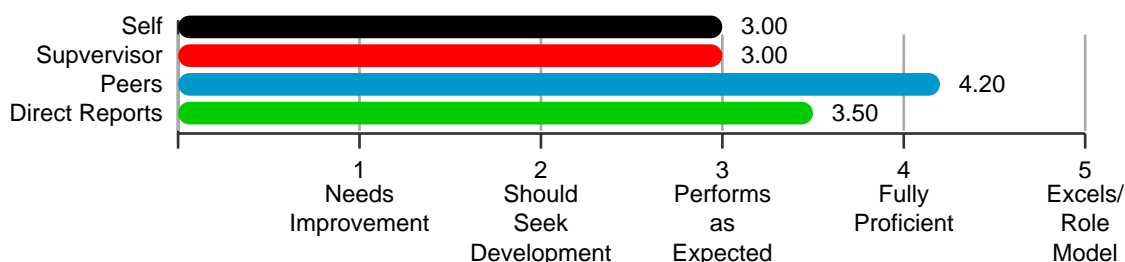
Manages the performance of subordinates. Plans and sets goals and performance expectations for work outcomes; determines measures of performance and communicates those expectations to the employee. Measures and monitors performance and conducts regular performance reviews using standardized performance measures. Recognizes and rewards performance that exceeds expectations and implements remedial actions if necessary.

Why it is important:

Performance Management is an important supervisory skill that impacts business operations by setting expectations for achieving superior performance. It provides a framework for measuring work and motivating employees to achieve goals consistent with the organization's mission and values.

Statements for Level:

You reward employees for exceeding goals.; I implement remediation plans that include specific performance goals in areas most in need of improvement.; I set the Objectives and Key Results (OKRs) required for the position.; I plan and set work expectations.; You measure performance of goals and objectives.



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.

Goals

Defintion:

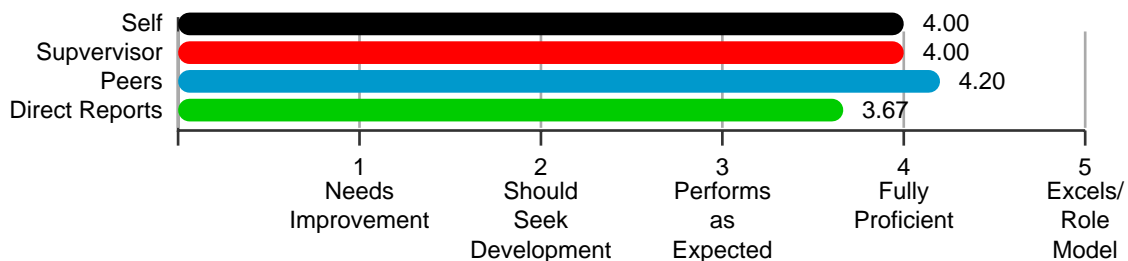
Goal setting involves the ability to establish and define aspirational, stretch, and strategic goals. It encompasses prioritizing, optimizing, and aligning these goals to ensure coherence and focus. Additionally, it requires understanding, creating, and utilizing performance metrics to track progress and success. Effective goal setting also includes setting and adhering to timelines while minimizing distractions. It involves coordinating multiple goals simultaneously and providing the necessary support, resources, and feedback to others to help them achieve their objectives.

Why it is important:

The goal setting competency is important in that it establishes focus and direction for a business helping to align the efforts of employees. These goals can motivate and engage employees by giving them a clear purpose and a sense of accomplishment. Goals also provide a framework (or benchmark) for measuring performance. Performance metrics help evaluate the effectiveness of different strategies. Goals also help to determine where resources should be allocated. Goals also establish lines of accountability and responsibility. Goals are also used in strategic planning.

Statements for Level:

You recognize each person's strengths and needs to foster a collaborative environment for achieving shared goals.; You successfully meet deadlines for achieving goals.; I am aware of the criteria used to evaluate performance relative to goals.; I support peers/others in accomplishing common goals.; You maintain a clear overview of each goal's requirements and deadlines.



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

Regulatory/Compliance

Defintion:

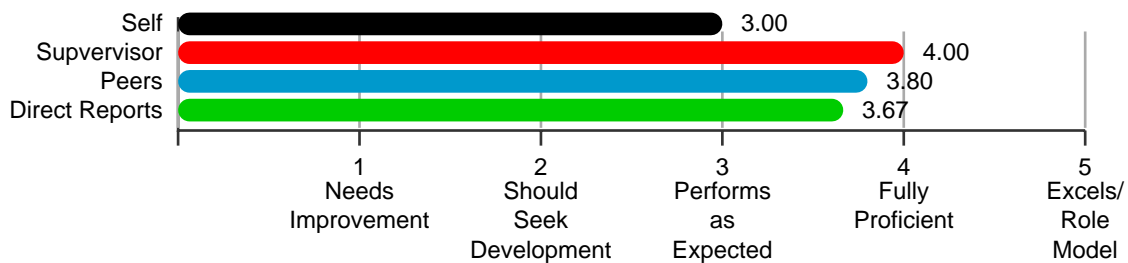
Regulatory and Compliance are the actions taken by organizations to ensure they adhere to laws, regulations, and standards relevant to their industry, thereby mitigating risks, maintaining ethical standards, and protecting the interests of stakeholders. Individuals performing this work must be proactive 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:

You create and maintain necessary regulatory documentation.; I develop a confidential reporting system to enable employees to anonymously report safety violations.; You keep track of changes in legislation affecting regulatory compliance.; I identify and assess areas of regulatory or compliance risk.; I effectively communicate the importance of meeting compliance standards.



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.