

Feedback Results  
Your CompanyName Here  
2025

Sample Employee

---

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.

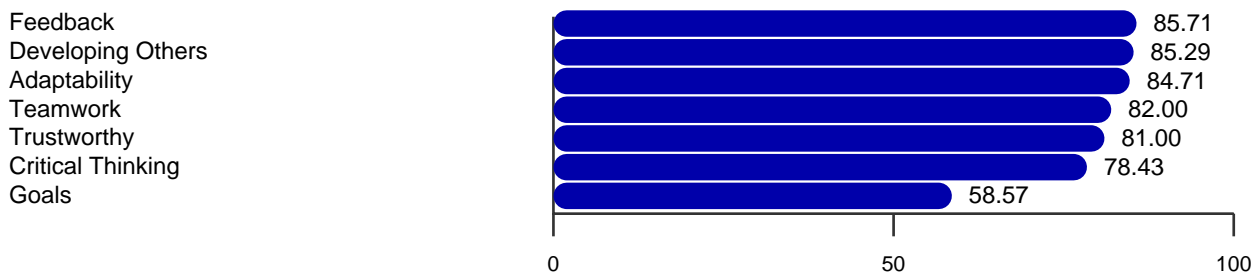
After the sessions, you should work with your coach to work on that pursuit.

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 7 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



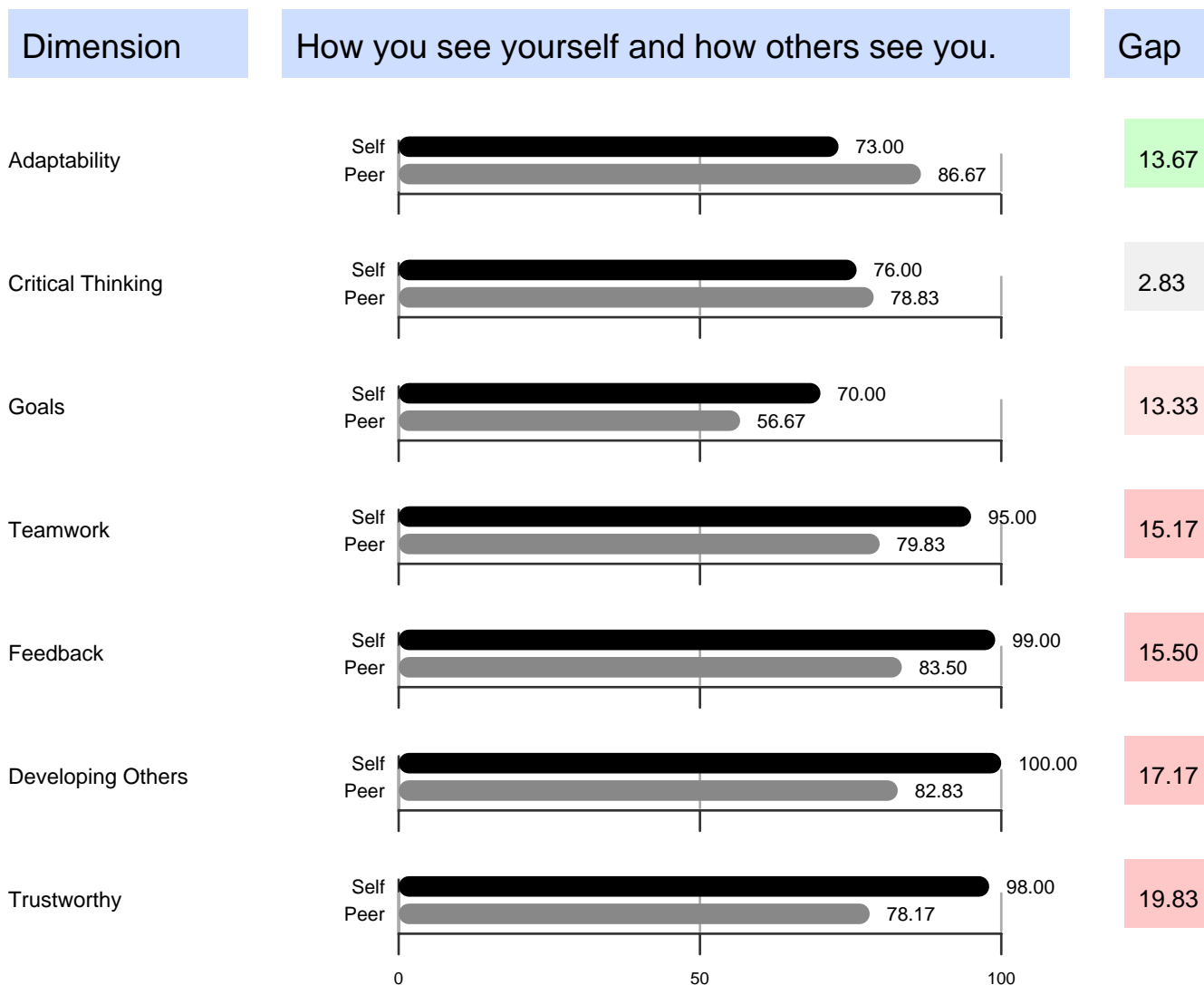
Relationship	Headcount
Self	1
Supervisor	1
Peers	2
Direct Reports	3

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.



# Critical Thinking

## Defintion:

Critical thinking is the disciplined process of collecting, categorizing, and evaluating data and arguments to arrive at sound judgments and actionable insights. It involves ongoing reflection and self-awareness to refine analytical rigor, while remaining open to diverse perspectives, alternative explanations, and expert claims. Through targeted observation, structured analysis, and comparative evaluation, critical thinkers interpret data accurately, distinguish between fact and opinion, and build logical inferences that connect evidence to outcomes. Ultimately, critical thinking supports adaptive decision-making by recognizing when context shifts, integrating lessons learned, and adjusting approaches to ensure relevance and impact.

## Why it is important:

Critical thinking is essential for organizations because it enables teams to make sound, evidence-based decisions in complex and rapidly changing environments. When employees apply disciplined inquiry, structured analysis, and comparative evaluation, they generate insights that are both actionable and aligned with strategic goals. Reflection, openness to diverse perspectives, and accurate interpretation of data help organizations avoid costly missteps, adapt to emerging risks, and continuously improve. Ultimately, critical thinking fosters a culture of transparency, accountability, and innovation—where decisions are not just made, but made wisely.

## Statements for Level:

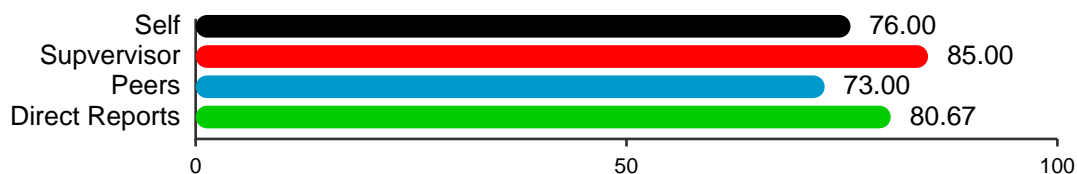
Organizes data into coherent categories to facilitate comparison and insight.

Recognizes how data and information could be influenced or compromised.

Analyzes similarities and differences between observed results and intended goals.

Identifies and challenges assumptions.

Distills complex information into actionable patterns that supports problem-solving.



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

# Adaptability

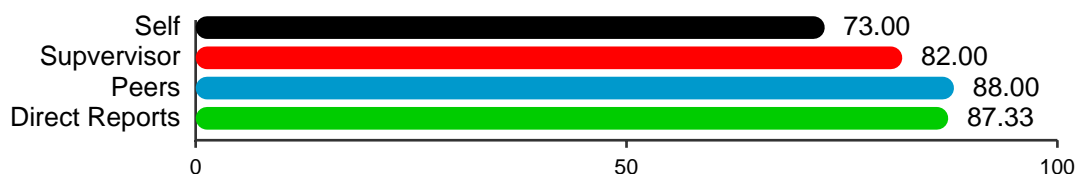
## Defintion:

Adaptability is the ability to adjust to new responsibilities, changing circumstances, and uncertain environments while maintaining efficiency and effectiveness. It involves embracing shifts in organizational structure, technology, and processes, as well as modifying strategies, perspectives, and priorities to align with evolving business needs. By continuously developing skills, assisting others through transitions, and refining workflows, adaptability fosters resilience, innovation, and long-term success in dynamic environments.

## Why it is important:

## Statements for Level:

Adapts to a wide array of changes within the company, incorporating new ideas and initiatives. Alters priorities and methodologies as necessary to address evolving company needs.



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

# Feedback

## Defintion:

Feedback is a purposeful and respectful exchange that is specific, constructive, and focused on improving performance through clear expectations, observable behaviors, and actionable guidance. It is delivered in a timely, balanced, and fair manner--acknowledging both strengths and areas for growth while aligning with the recipient's role and goals. A strong feedback culture encourages individuals to actively seek, welcome, and clarify input from diverse and trusted sources, fostering openness, self-awareness, and continuous learning. Effective feedback is supported by coaching, training, and a conducive environment, and is managed with integrity to ensure it leads to reflection, accountability, and meaningful progress.

## Why it is important:

Feedback, as defined through its many dimensions (specific, constructive, timely, balanced, and performance-focused) is essential for organizations because it drives continuous improvement at every level. When feedback is delivered with fairness, clarity, and respect, it fosters accountability, strengthens relationships, and aligns individual efforts with organizational goals. Cultivating a culture where feedback is actively sought, openly received, and acted upon (supported by coaching, training, and diverse perspectives) creates an environment of trust, learning, and adaptability. In today's fast-paced and complex business landscape, organizations that manage feedback well are better equipped to evolve, retain talent, and achieve sustained excellence.

## Statements for Level:

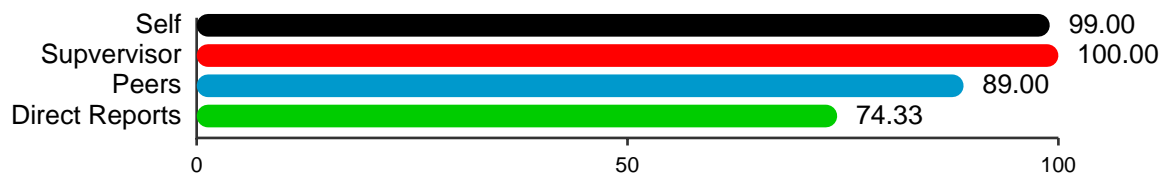
Fosters a culture of continuous improvement, where feedback is used as a valuable tool for growth and development.

Willing to consider different viewpoints and understand that diverse perspectives can offer valuable insights.

Actively seeks contributions from diverse sources to ensure all voices are valued and different viewpoints are incorporated.

Nurtures an environment that supports lifelong learning and progress.

Fosters a culture of dialogue and performance insights at all levels which is essential for effective feedback in crucial interactions between employees and their managers.



## Provide any comments to help explain your answers.

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

# 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:

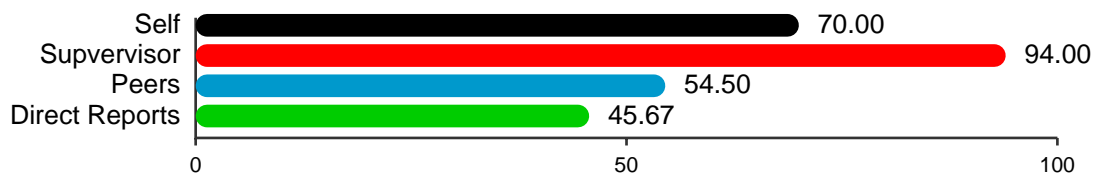
Takes an active role in setting of goals.

Prioritizes tasks and delegates when necessary to efficiently allocate time, resources and efforts to the completion of goals.

Gives helpful feedback and lends support to coworkers in reaching their goals.

Focuses on actions that actively contribute to achieving the goal.

Establishes and documents goals and objectives.



## Provide any comments to help explain your answers.

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

# Trustworthy

**Defintion:**

Is trusted by others. Builds and maintains trust with others. Is open and honest.

**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:**

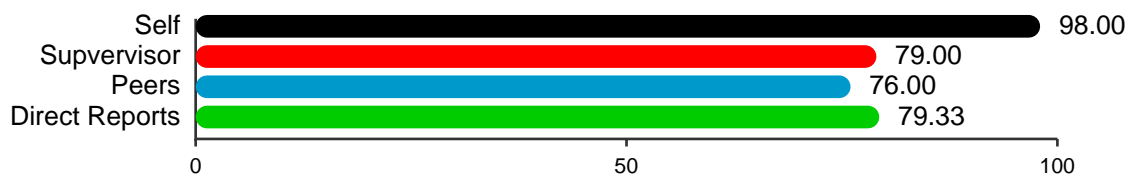
Demonstrates congruence between statements and actions.

Demonstrates a sense of responsibility and commitment to public trust.

Communicates an understanding of the other person's interests, needs and concerns.

Seeks to mitigate grievances by clarifying intentions and finding suitable remedies.

Works in a way that makes others want to work with her/him.

**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.

# Developing Others

**Defintion:**

Training and developing members of the team/department.

**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:**

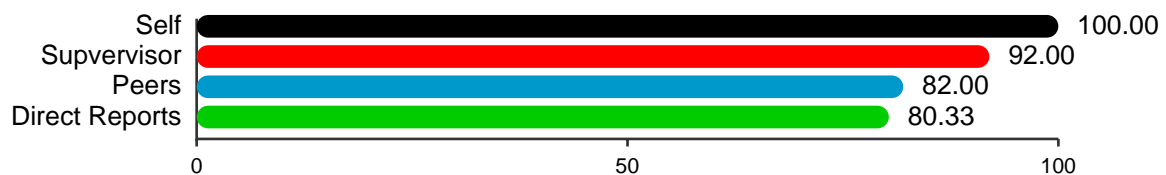
Creates opportunities for professional development.

Encourages employees through recognition of positive changes in behavior.

Supports the successes of other employees.

Provides constructive feedback to others.

Tries to ensure employees are ready to move to the next level.

**Provide any comments to help explain your answers.**

- I strive to maintain the highest standards of professionalism and service, communicate effectively, and make others feel welcomed and valued in our organization. I maintain a focus on fiscal sustainability and ethical administration of our programs, including our work with vendors.. I think I can improve on my partnership with other internal leaders and intend to focus on that in the coming year.
- She walks the walk and talks the talk.
- Always on task. Provides a good learning environment and listens to the needs of those that work with her.

# Teamwork

## Defintion:

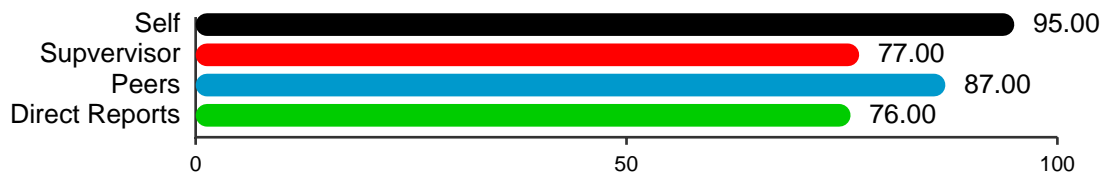
Teamwork Skills are the wide range of abilities that facilitate working together as a team including: communication, listening, interpersonal skills, collaboration, and team building. To make decisions, teams require flexibility to coordinate activities of multiple individuals. Individual contributors 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:

Contributes ideas and solutions that enhance team collaboration and outcomes. Helps navigate conflicts within the team, promoting a harmonious and effective work environment. Demonstrates reliability, consistently meeting commitments to the team.



## Provide any comments to help explain your answers.

- My management strengths are in executing, knowing how to make things happen. I like to take an idea and make it happen. I prefer to be very engaged with the staff as part of the team.
- \_\_\_\_\_ could improve her awareness of her employees strengths and delegate work that utilizes those talents.
- \_\_\_\_\_ has demonstrated a strong drive in initially single handedly pushing the project forwards.