

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.

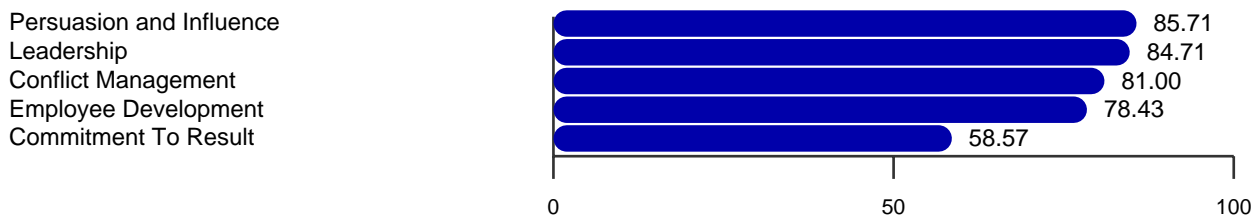
After the sessions, you should work with your coach to work on that pursuit.

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 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



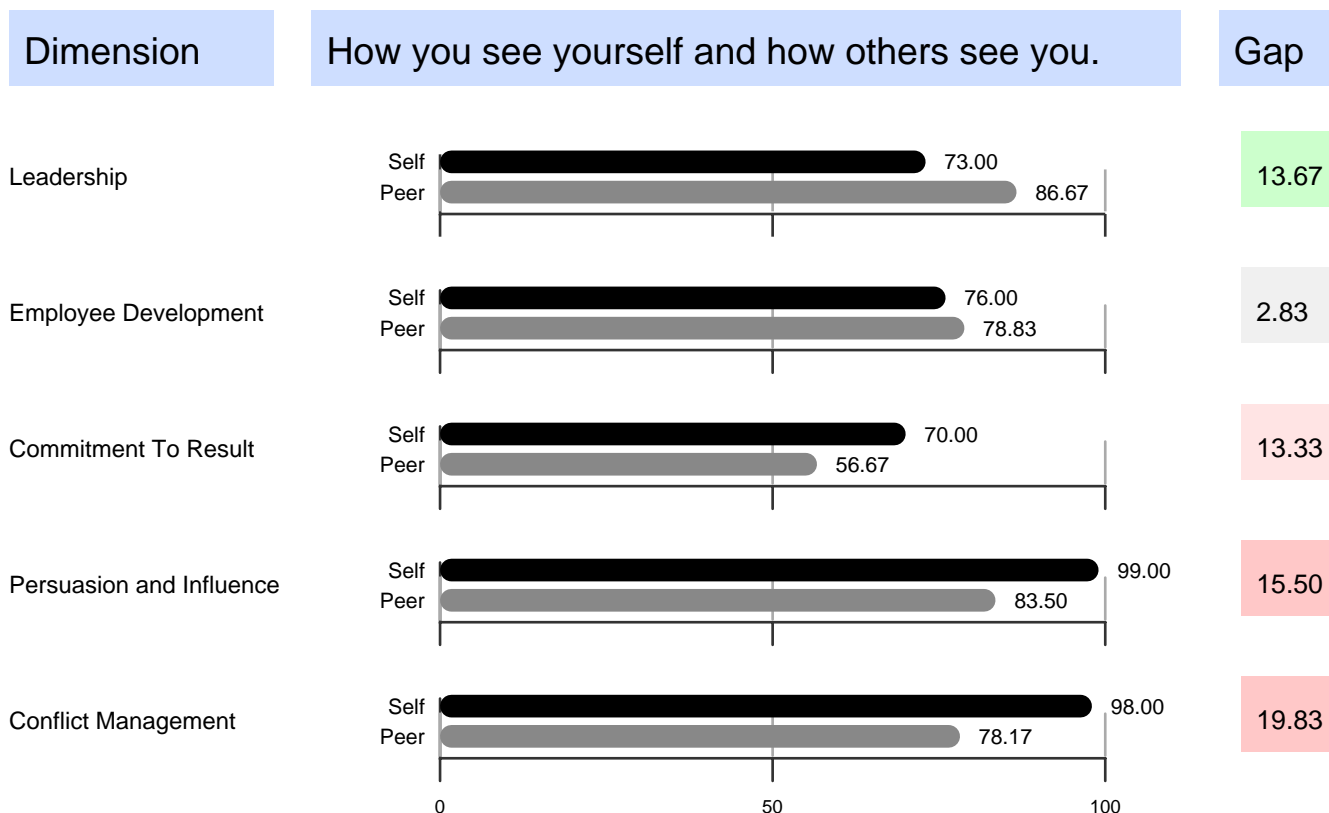
Relationship	Headcount
Self	1
Supervisor	1
Peers	2
Direct Reports	3

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.



Employee Development

Defintion:

Employee Development is a strategic, organization-wide commitment to cultivating employee growth through needs-based assessments, relevant and well-resourced training, and clearly aligned opportunities that support both individual advancement and business objectives. It encompasses comprehensive onboarding, career and succession planning, coaching, mentorship, job enrichment, cross-training, and management development—ensuring employees are aware of and supported in accessing diverse pathways for learning and promotion. By integrating employee input, aligning development goals with company strategy, and promoting internal mobility, Employee Development fosters a culture of continuous improvement, leadership cultivation, and institutional resilience.

Why it is important:

Employee Development is essential for organizations because it directly fuels performance, engagement, and long-term resilience. By aligning training with strategic goals, cultivating internal talent through coaching, mentorship, and promotion, and offering relevant, well-communicated opportunities for growth, companies build a workforce that is both capable and committed. This not only reduces turnover and strengthens leadership pipelines, but also fosters a culture of continuous learning--where employees feel valued, challenged, and equipped to adapt to evolving business needs.

Statements for Level:

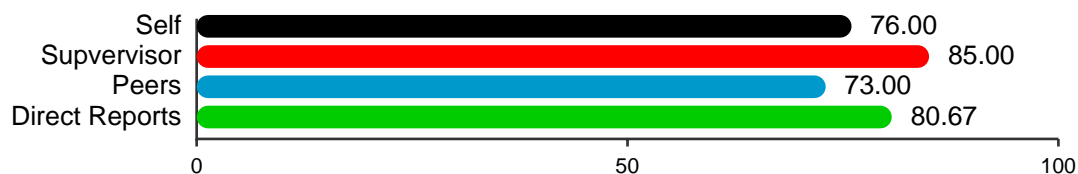
Provides an effective new hire orientation and onboarding program to help new employees assimilate into our company.

Encourages employees to complete their self-assessment to help determine department training needs.

Personalizes and regularly revisits career development plans to reflect evolving goals and company needs.

Continually develops employees through training, education, and opportunities for promotion.

Promotes the organization's values and goals in the new hire onboarding process.



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.

Leadership

Defintion:

Leadership is the ability to guide and influence others through effective communication, inspiration, and decisive action, while upholding integrity and setting clear expectations to achieve organizational goals. A strong leader fosters accountability, empowers their team, and leads by example, creating an environment of trust, development, and collaboration. By demonstrating emotional intelligence, resilience, and transparency, leaders align efforts, recognize achievements, and drive high performance while mentoring and coaching individuals to reach their full potential.

Why it is important:

Effective leadership ensures clear communication, alignment of goals, and empowerment of employees, which enhances productivity and innovation. By demonstrating emotional intelligence, accountability, and resilience, leaders build trust, inspire high performance, and create an adaptable environment that positions organizations to thrive in competitive and ever-changing landscapes.

Statements for Level:

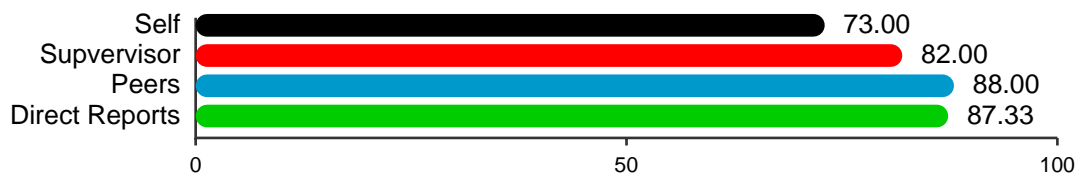
Able to increase the performance of under-performing employees.

Encourages team members to take calculated risks and learn from failure.

Demonstrates core value behaviors in actions towards others and in work performed

Insists on clear, professional communication in all contexts.

Provides structure.



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.

Persuasion and Influence

Defintion:

Persuasion and Influence is the ability to strategically inspire action, shape perspectives, and drive alignment by communicating compelling messages rooted in vision, expertise, and integrity. It involves influencing attitudes and behaviors through deep audience understanding, emotional connection, and fact-based arguments while adapting communication styles and negotiation tactics to shifting dynamics. Strong persuasion and influence foster trust, broaden thinking, and build coalitions that support innovative change and long-term organizational goals.

Why it is important:

Statements for Level:

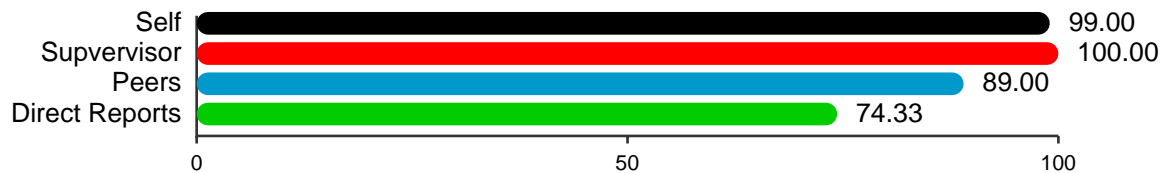
Steadfast in beliefs and not easily influenced by others.

Objectively presents multiple viewpoints before guiding others toward a well-supported conclusion.

Quickly reads shifts in stakeholder sentiment and revises approach without compromising the core message.

Has an air of credibility and authority in interactions with others.

Anticipates questions and provides well-reasoned, evidence-backed responses that reinforce the strength of their position.



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.

Commitment To Result

Defintion:

Committed to successfully achieving results. Goes above and beyond as needed.

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:

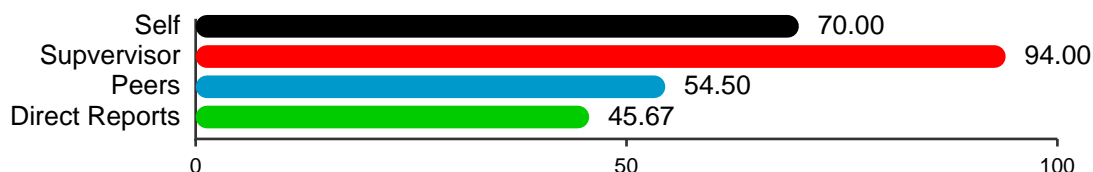
Maintains persistence and dedication to achieving results.

Takes immediate action toward goals.

Conveys strong sense of own pride in Company to associates by creating a shared vision around sales and customer service.

Coordinates all department activities into a cohesive team effort.

Creates a sense of urgency among the store team members to complete activities, which drive sales.



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.

Conflict Management

Defintion:

Conflict Management is the ability to successfully resolve disputes by addressing core needs, clarifying roles and expectations, and fostering mutual understanding through active listening, empathy, and facilitative dialogue. It involves anticipating tensions, investigating root causes, and applying strategic, analytical, and creative approaches that promote compromise, common ground, and openness to change. By valuing diverse viewpoints and relationships, and reframing conflict as an opportunity for growth, managers build inclusive environments where collaboration thrives and resolution leads to lasting improvement.

Why it is important:

Conflict Management is vital for organizations because it transforms potential disruptions into opportunities for alignment, innovation, and strengthened relationships. By proactively addressing tensions and clarifying expectations, companies reduce costly misunderstandings, improve decision-making, and foster psychological safety--essential for high-performing teams. Moreover, when diverse viewpoints are heard and compromise is facilitated, organizations become more resilient, adaptive, and capable of sustaining long-term strategic success in complex, fast-changing environments.

Statements for Level:

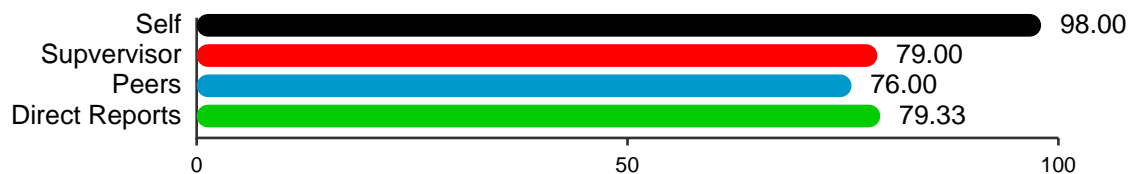
Explores the feasibility of alternative solutions to resolve conflicts.

Identifies strategies to prevent the recurrence of issues.

Settles disputes resulting in a win-win for both parties.

Identifies and takes steps to prevent potential confrontations.

Models vulnerability and openness, showing that change begins with self-awareness and humility.



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.