

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.

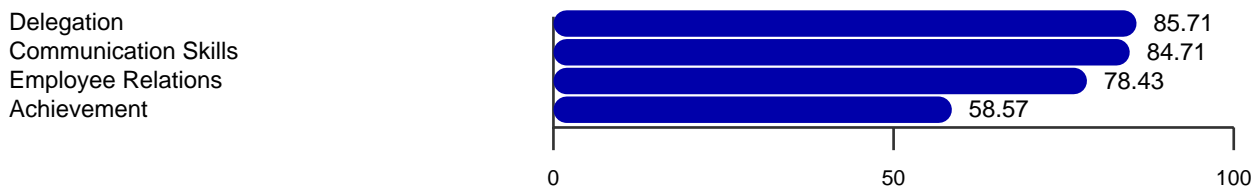
After the sessions, you should work with your coach to work on that pursuit.

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 4 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



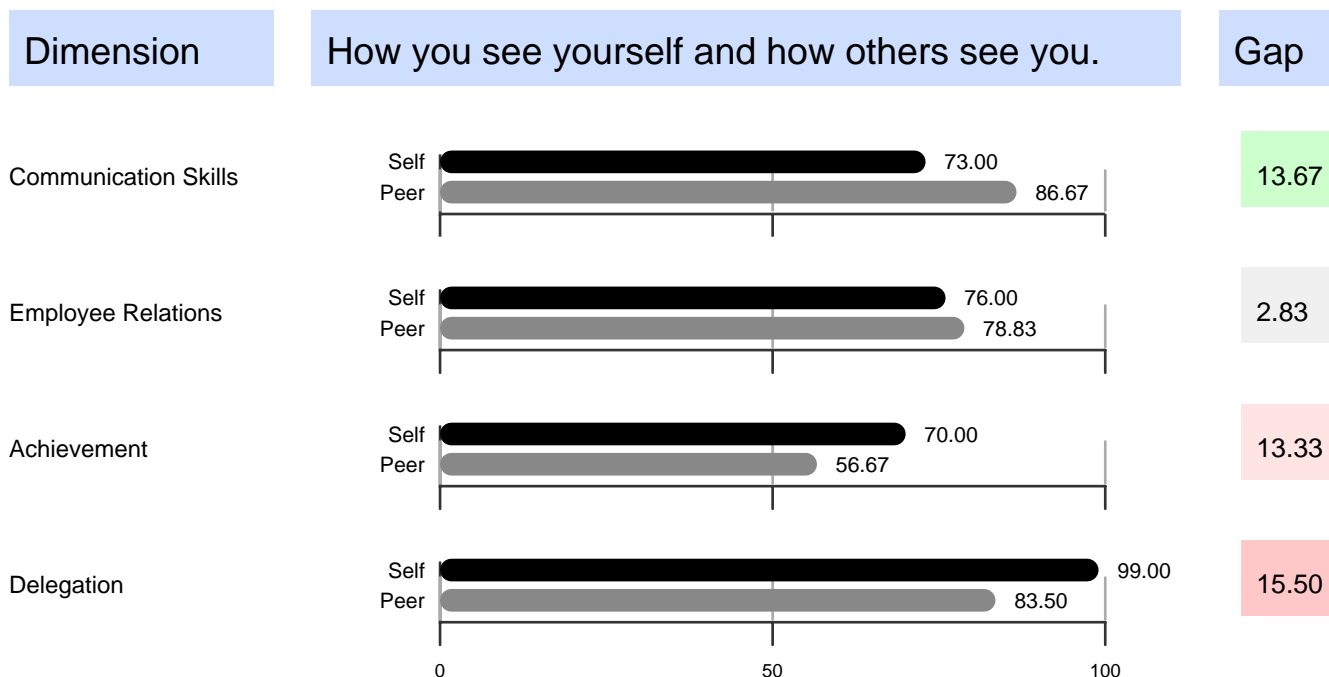
Relationship	Headcount
Self	1
Supervisor	1
Peers	2
Direct Reports	3

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 Relations

Defintion:

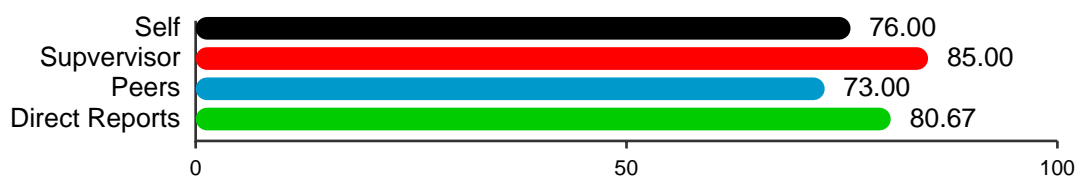
Employee Relations is the strategic practice of fostering trust, fairness, and mutual respect between employees and management through consistent communication, collaborative working relationships, and equitable interactions that reflect shared organizational values. It encompasses supportive leadership, transparent decision-making, and accessible management that uphold procedural fairness, legal compliance, and thoughtful engagement across performance, discipline, grievances, and conflict resolution. By valuing autonomy, recognizing contributions, and aligning policies with evolving needs, Employee Relations strengthens morale, promotes collective bargaining integrity, and ensures a work environment where employees feel heard, empowered, and respected.

Why it is important:

Employee Relations is essential because it creates the foundation for a healthy, high-performing workplace where employees feel respected, informed, and empowered. When organizations prioritize fairness, trust, and transparent communication, they reduce conflict, improve morale, and strengthen engagement--leading to better retention, productivity, and collaboration. Moreover, by aligning employee relations with legal standards, strategic goals, and inclusive practices, companies build resilient cultures that can adapt to change, foster innovation, and sustain long-term success.

Statements for Level:

- Entrusts employees with important responsibilities.
- Rewards Good performance.
- Works with the union representatives in a fair and equitable manner.
- Makes decisions trusted by the employees.
- Is committed to treating employees fairly.



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.

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:

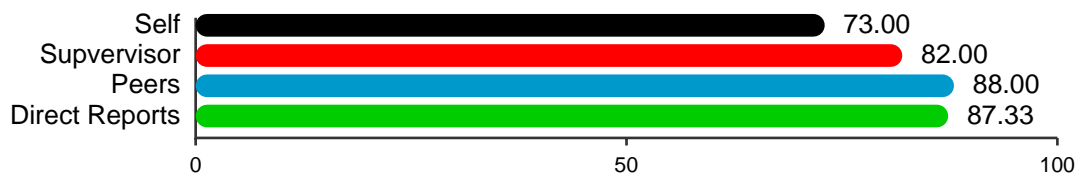
Facilitates seamless communication across all management levels.

Delivers clear and concise instructions.

Understands and adjusts presentations to the needs of the audience.

Reports progress on goals to the supervisor.

Maintains a formal and respectful tone, avoiding use of slang or overly casual language.



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.

Delegation

Defintion:

Delegation is the process by which a manager strategically assigns tasks by defining roles, identifying responsibilities, and selecting the right individuals based on their skills, expertise, and interests, ensuring that work aligns with business goals and fosters both productivity and engagement. Effective delegation involves clear communication, empowerment, and a balance between autonomy and supervision, allowing employees to take ownership while receiving the necessary support, resources, and guidance to succeed. Additionally, strong delegation promotes fair work distribution, career growth, and accountability, ensuring that assignments contribute to both employee development and organizational success while continuously assessing and refining delegation strategies for optimal outcomes.

Why it is important:

Delegation is essential for organizations and companies because it optimizes efficiency, enhances employee engagement, and strengthens leadership. By strategically assigning tasks based on skills, expertise, and growth opportunities, companies ensure that work is distributed fairly and effectively, leading to higher productivity and better resource management. Additionally, empowering employees through autonomy and accountability fosters a culture of trust, innovation, and professional development, which improves morale, reduces burnout, and encourages long-term retention. When done correctly, delegation aligns individual strengths with business goals, driving sustainable success while allowing leaders to focus on higher-level strategy and vision.

Statements for Level:

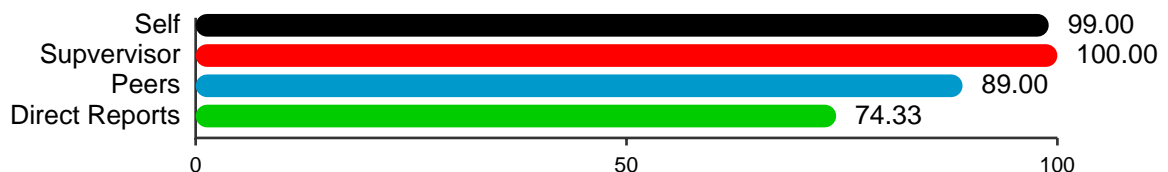
Anticipates and assigns responsibilities that foster skill-building and advancement.

Ensures the task aligns with business goals and team capabilities.

Matches employees' competencies with projects that maximize their potential.

Avoids always giving complex or high-visibility tasks to the same employees.

Discusses with team members about what to do, not how to do it.



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.

Achievement

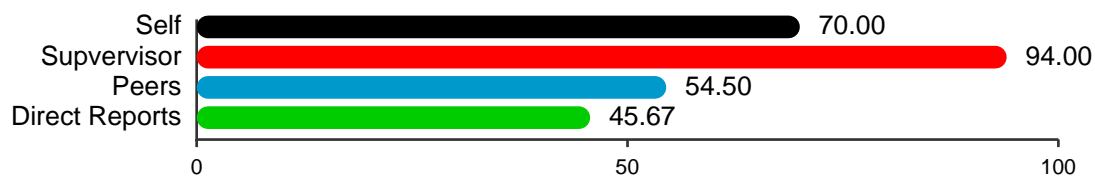
Defintion:

Achievement: a consistent drive to set and attain challenging goals, a strong desire to improve performance, and a commitment to excellence. It involves accomplishing tasks efficiently, responding to setbacks as opportunities for growth, maintaining a strong pace, and demonstrating strategic risk-taking to improve outcomes and the bottom line. Through resource allocation, adherence to best practices, and goal completion, achievement drives success by fostering continuous improvement, optimizing performance, and ensuring impactful contributions to an organization's progress.

Why it is important:

Achievement is essential for organizations and companies because it drives productivity, innovation, and long-term success. By maintaining high standards, adhering to best practices, and strategically aligning individual and team goals with company objectives, employees contribute to consistent performance and measurable results. Organizations that foster a culture of achievement encourage efficiency, resilience in the face of setbacks, and thoughtful risk-taking, all of which lead to improved outcomes and a stronger bottom line.

Statements for Level:



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.