

Feedback Results  
Your CompanyName Here  
2025

Sample Employee

# 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.

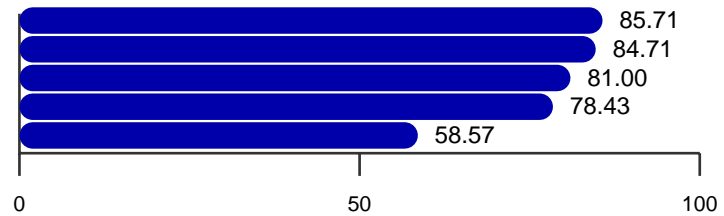
You are encouraged to communicate further with your respondents, both to clarify the meaning of the feedback they have given you and to solicit their support on your self-development journey. Even when people have not self-identified, you can conduct general conversations in which you share what you've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

Commitment To Result  
Communication Skills  
Teamwork  
Engagement  
Employee Development



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.

Dimension	How you see yourself and how others see you.	Gap
Communication Skills	<p>Self: 73.00 Peer: 86.67</p>	13.67
Engagement	<p>Self: 76.00 Peer: 78.83</p>	2.83
Employee Development	<p>Self: 70.00 Peer: 56.67</p>	13.33
Commitment To Result	<p>Self: 99.00 Peer: 83.50</p>	15.50
Teamwork	<p>Self: 98.00 Peer: 78.17</p>	19.83

# Engagement

## Defintion:

Engagement is the deep connection employees feel to their work, demonstrated through involvement, high energy, enthusiasm, and commitment to organizational success. It is strengthened when employees are aligned with company values and goals, understand their roles, remain aware of changes, and exercise autonomy while contributing meaningful impact through accountability and innovation. Engagement thrives in environments that support employee development, encourage input, provide feedback and recognition, and foster satisfaction, interpersonal relations, and trust between supervisors and teams. Ultimately, engagement reflects a culture where employees feel valued, supported, and inspired, creating both individual fulfillment and collective achievement.

## Why it is important:

Engagement, as defined through dimensions like connection, energy, enthusiasm, commitment, alignment, impact, autonomy, development, clarity, awareness, feedback, input, support, satisfaction, relationships, and values, is vital because it directly links employee experience to organizational outcomes. When employees are engaged, they bring pride, energy, and enthusiasm to their roles, which fuels productivity, innovation, and resilience across the company.

For organizations, engagement ensures that employees are aligned with mission and values, understand their roles, and feel empowered to make decisions that create meaningful impact. This alignment reduces turnover, strengthens trust in leadership, and builds a culture where employees are motivated to contribute beyond tasks, shaping outcomes that matter for both the business and the community.

Engagement also fosters continuous improvement and adaptability: employees who receive feedback, recognition, and development opportunities are more likely to grow, innovate, and sustain high performance. Input from employees and support from supervisors create a collaborative environment where voices are heard, ideas are implemented, and wellbeing is prioritized.

Ultimately, engagement is not just about employee satisfaction it is about creating a strategic advantage. Companies with engaged workforces enjoy stronger customer loyalty, higher profitability, and a reputation as employers of choice, making engagement a cornerstone of longterm organizational success.

## Statements for Level:

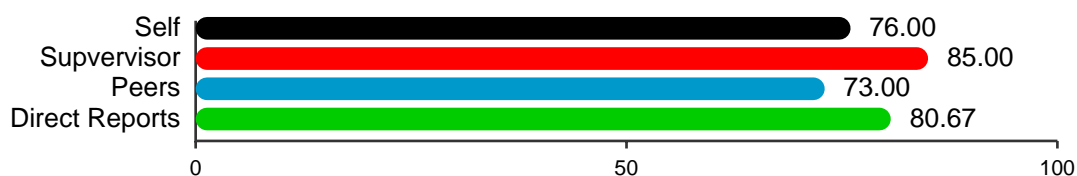
Supports career development and progression.

Gives timely input that helps employees adjust their work before issues arise.

Values the contributions that employees make toward the team's success.

Keeps employees informed about what is going on at the company.

Gives feedback that is specific and actionable, not vague or generic.



**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:

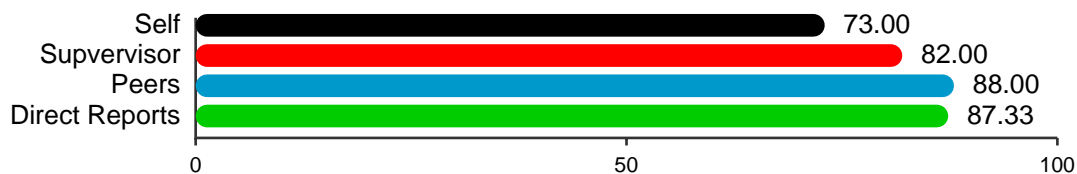
Shares important information with others.

Delivers clear and concise instructions.

Listens actively & speaks clearly and directly.

Communicates with department leadership

Keeps the supervisor informed about achievements and milestones.



## 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.

# Commitment To Result

## Defintion:

Commitment to Result is the unwavering dedication to achieving organizational success by demonstrating loyalty to the company and team, staying focused on priorities, and consistently following through on responsibilities even when challenges arise. It requires aligning personal values and talents with organizational needs, setting clear goals and objectives, and supporting success by fostering shared values, employee engagement, and ownership of outcomes. Managers embody this commitment by serving as role models, inspiring others through vision and passion, and remaining steadfast, urgent, and uncompromising in upholding standards and accountability. Ultimately, Commitment to Result builds a culture of excellence where capabilities are developed, employees are empowered, and alignment across organizational hierarchy ensures collective achievement of long-term priorities.

## Why it is important:

Commitment to Result is vital for organizations because it ensures that employees and leaders remain consistently aligned with the company's mission, values, and long-term priorities. When managers and teams demonstrate commitment, stay dedicated, and remain focused, they create a culture of accountability and resilience that drives sustained performance even in the face of challenges. By fostering shared values, ownership, and engagement, organizations build trust and motivation, empowering employees to invest their talents and capabilities in ways that directly advance collective goals. Ultimately, Commitment to Result strengthens organizational success by linking individual effort to measurable outcomes, ensuring that both short-term objectives and long-term sustainability are achieved with integrity, urgency, and uncompromising standards.

## Statements for Level:

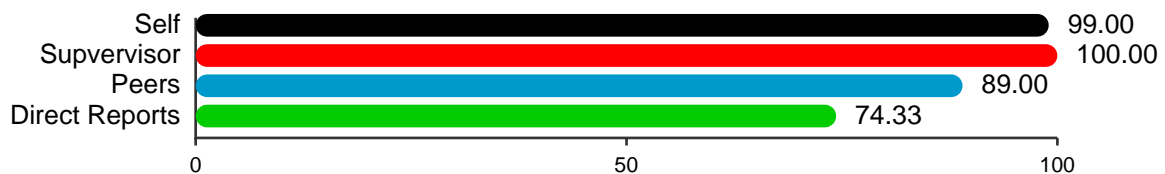
Improves customer satisfaction through building staff capabilities and strengthening their commitment to excellence.

Recognizes and rewards commitment, highlighting employees who demonstrate dedication to goals.

Able to focus on a task even when working alone.

Actively engages each team member to ensure they personally endorse the initiative.

Mobilizes individual commitment to the success of the department.



## 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.

# 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:

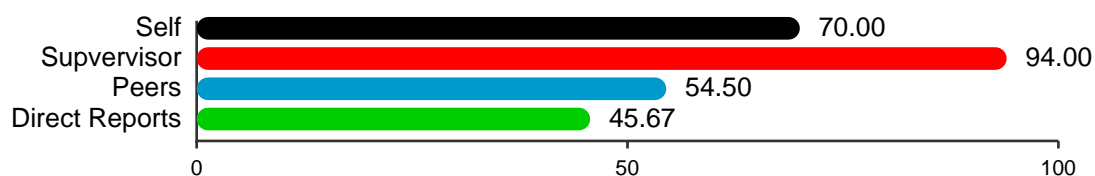
Encourages junior managers to have a bigger role in company management.

Conducts an assessment to determine what skills and knowledge need to be acquired by the employees.

Encourages employees in the department to participate in training exercises.

Uses promotions to recognize potential and provide opportunities for growth within the organization.

Aligned cross-training initiatives with individual development plans to support long-term growth.



## 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.

# Teamwork

## Defintion:

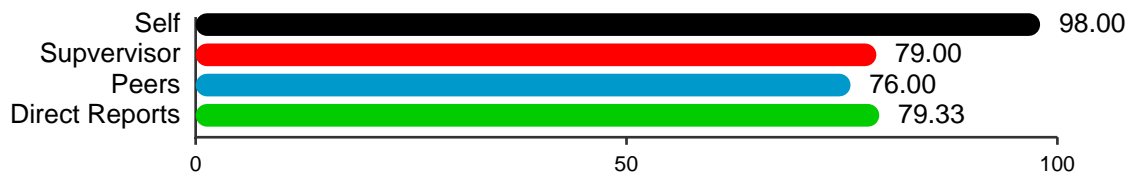
Teamwork Skills are the wide range of abilities that facilitate working together as a team including: communication, listening, interpersonal skills, collaboration, and team building. To make decisions, teams require flexibility to coordinate activities of multiple individuals. Individual contributors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

- 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.