

Feedback Results  
Your CompanyName Here  
2025

Sample Employee

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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.

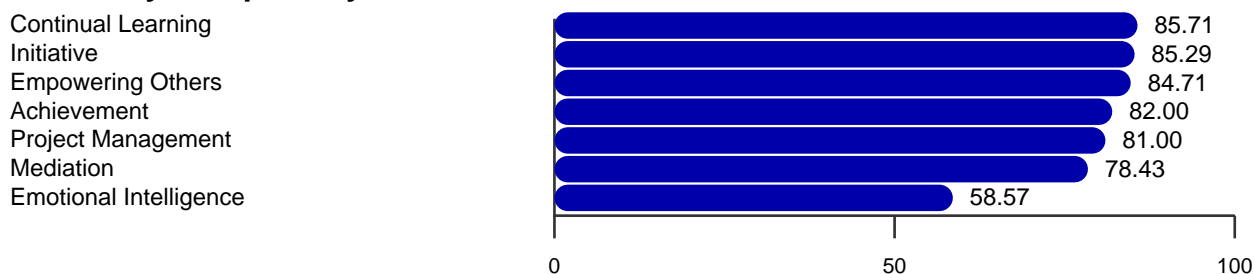
After the sessions, you should work with your coach to work on that pursuit.

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.



# Mediation

## Defintion:

Mediation is a structured process in which a neutral third party facilitates dialogue between disputing parties to help them reach a voluntary, mutually acceptable resolution. The mediator maintains control of the process by managing emotional dynamics, ensuring informed consent, and addressing obstructive behaviors while preserving confidentiality and trust. Through careful preparation, strategic planning, and active listening, the mediator gathers information, identifies core issues, and frames them in ways that promote clarity, empathy, and constructive negotiation. Flexibly guiding information exchange, private meetings, and decision-making, the mediator supports parties in exploring options, resolving disputes, and building durable agreements.

## Why it is important:

Mediation is vital for organizations and companies because it offers a structured, neutral, and confidential process for resolving disputes without escalating to formal litigation or damaging relationships. By maintaining control, actively listening, and framing issues constructively, a skilled mediator helps teams navigate conflict in ways that preserve trust, productivity, and morale. Strategic planning, emotional regulation, and flexible facilitation ensure that even complex or emotionally charged disputes can be addressed with clarity and fairness. Ultimately, mediation strengthens organizational culture by modeling respectful dialogue, empowering collaborative decision-making, and reinforcing shared values.

## Statements for Level:

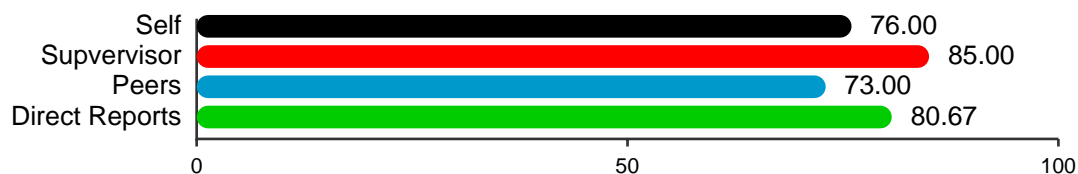
Refrains from using confidential information to influence or pressure either party.

Evaluates the relevance and sensitivity of information before sharing it with other parties.

Explores underlying interests and motivations through thoughtful, open-ended questioning.

Determines the relevant positions taken by each side.

Identifies procedural issues that may impact the mediation.



## 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.

# Empowering Others

## Defintion:

Empowering individuals means granting them the freedom to make decisions and take ownership of their work. Allowing for flexibility in work hours or remote work arrangements empowers employees to manage their time effectively. Empowerment includes providing growth opportunities and encouraging employees to share their ideas, perspectives, and solutions.

## Why it is important:

When employees have autonomy, they feel trusted and motivated to contribute their best. Allowing flexibility in work hours or remote work arrangements empowers employees to manage their time effectively. This flexibility acknowledges their personal needs and fosters a healthy work-life balance. Empowerment provides growth opportunities for employees and encourages employees to share their ideas, perspectives, and solutions. This creates an environment where they can learn, develop, and take on new challenges. Empowerment involves tailoring responsibilities to match employees' skill levels, allowing them to excel and grow.

## Statements for Level:

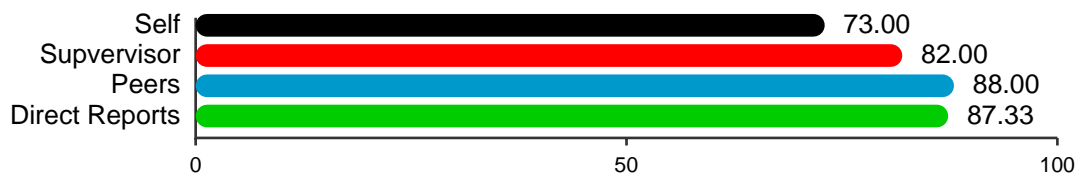
Encourages employees to take on greater responsibilities.

Coordinates the knowledge, skills and resources of others to accomplish more in the department.

Encourages employees to make informed decisions based on their own judgment and reasoning.

Provides support and resources needed to accomplish goals.

Gives employees the resources they need to complete the job.



## 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.

# Continual Learning

## Defintion:

Always open to new ideas and seeking opportunities to learn. Takes the initiative to advance their knowledge and skills.

## 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:

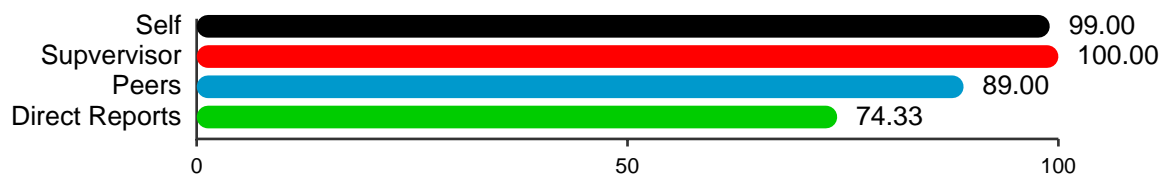
Views setbacks as opportunities to learn from.

Takes the initiative to learn new skills.

Pursues self-improvement through continual learning.

Takes charge of their training and skills enhancement.

Improves on their skill sets.



## 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.

# Emotional Intelligence

## Defintion:

Ability to perceive, interpret, and understand the emotions of others.

## 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:

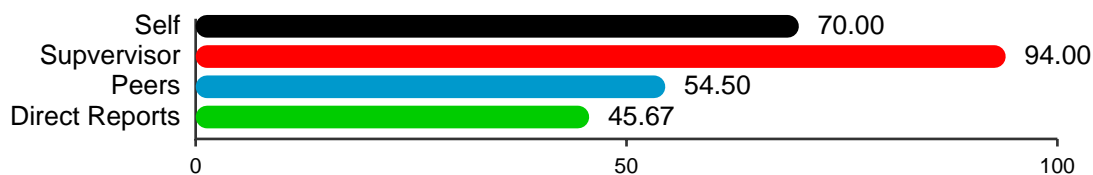
Is attentive to emotional cues and interprets others' feelings correctly.

Helps employees to resolve conflicts, communicate clearly, and work together to solve problems.

Able to understand others' points of view.

Helps to make decisions and solve problems using knowledge about how others will react in certain situations.

Is able to manage their own emotions.



## 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.

# Project Management

## Defintion:

Project Management (PM) is a complex set of activities including defining the scope, planning the implementation, creating a timeline, allocating resources, managing risk, execution/implementation, coordinating different teams/individuals, and monitoring progress. Several important skills are required including: communication, teamwork, leadership, interpersonal and technical.

## Why it is important:

Project Management (PM) is crucial for businesses because it provides a structured framework that helps ensure projects are completed on time, within budget, and to the desired quality standards. PM is the backbone of successful project execution, enabling businesses to navigate complex tasks and achieve their goals effectively. It's not just about keeping projects on track; it's about making the most effective use of available resources to maximize outcomes.

## Statements for Level:

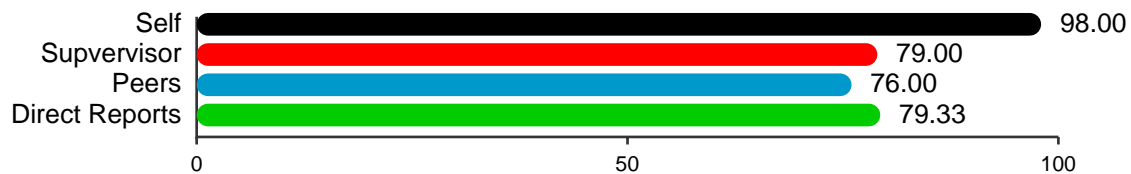
Initiates large projects.

Locates the financial resources to budget for the project.

Changes the implementation of specific phases of the project to mitigate certain risks.

Anticipates potential problems and institutes controls and contingency plans to address them.

Understands what software tools are available to be used to manage the project.



## 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.

# Initiative

## Defintion:

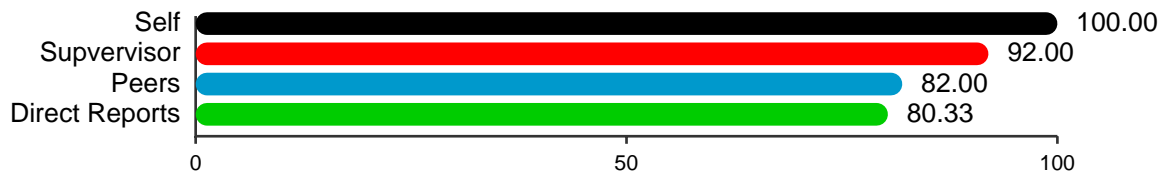
Initiative is the ability to independently recognize needs, take decisive action, and pursue meaningful outcomes without waiting for direction. It reflects a proactive mindset that anticipates challenges, seizes emerging opportunities, and mobilizes resources to address them before they escalate. Managers who demonstrate initiative act with urgency, persist through obstacles, and consistently exceed expectations by driving impact beyond their formal responsibilities. They also foster adaptive relationships and influence others to embrace change, improvement, and forward momentum.

## Why it is important:

Initiative is a cornerstone of organizational agility and resilience—it empowers individuals to act decisively, solve problems proactively, and drive progress without waiting for direction. When managers consistently demonstrate initiative, they accelerate innovation, reduce bottlenecks, and capitalize on emerging opportunities that might otherwise be missed. This behavior fosters a culture of ownership and adaptability, where teams rise to challenges, exceed expectations, and align their efforts with strategic goals. Ultimately, initiative transforms reactive organizations into forward-moving ones, where momentum is sustained by motivated individuals who lead from every level.

## Statements for Level:

Takes action to avoid or minimize potential problems or maximize potential opportunities in the future by drawing on extensive personal experience. Defines and addresses high-level challenges that have the potential to advance the state-of-the art in an area. Starts and carries through on new projects.



## 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.

# 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:

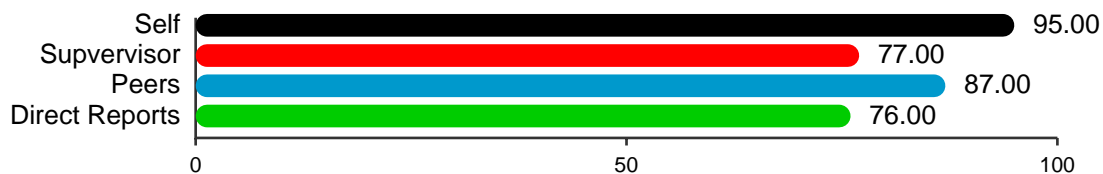
Tracks and evaluates team efforts to align actions with long-term strategic objectives.

Executes tasks with precision and speed.

Maintains a proactive, fast-paced approach to problem-solving and decision-making.

Makes a plan for getting things done and drives execution of the strategic plan, actively supporting or leading initiatives to closure.

Commits to methodical execution, ensuring accountability and sustainable progress toward objectives.



## 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.