



Feedback Results
Your CompanyName Here
2025

Sample Empl

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.

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:

Confronts problems, decides on a course of action, and implements the correct solutions.; Uses strategic focus to elevate the most telling indicators in a given context.; Assesses options against relevant criteria to determine the most viable path forward.; Recognizes when further context is needed before making inferences.; Inclined to probe beneath the surface of accepted truths.

Provide any comments to help explain your answers.

- _____ analyzes all situations before making a decision. Supervisor
- She communicates clearly, and is always willing to listen attentively. Peers
- _____ has grown and proven herself to be an effective leader in the imaging department. Peers
- _____ is a very supportive co-worker who is quick to assist others in need. She's a great teammate. Peers
- _____ seems to excel in her perspective of the organization as a whole, and how her departments contribute and support the organization, as well as how the organization lends support to us. Direct Reports
- She is approachable and easy to talk to. In every interaction she is honest, encouraging, a great listener, and very supportive. Direct Reports
- _____ is honest, does what she says she is going to do and can be counted on to be timely in her communication. Other

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.; Is able to express themselves clearly.; Is able to control their own emotions.; Helps to make decisions and solve problems using knowledge about how others will react in certain situations.; Able to understand others' points of view.

Provide any comments to help explain your answers.

- _____ conducts herself with a high level of integrity and respects honesty and integrity in the people she works with. Supervisor
- She continually ties things back to the department, and has made a great effort to engage staff through CIO lunches, brown bags, and events. Peers
- _____ 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. Peers
- She has deep technical expertise in a number of areas of human resource management. Peers
- _____ is a wonderful team member. . .has the gift of empathy and encouragement. She has a can do attitude when faced with projects/issues. Peers
- _____ sometimes struggles with clarity in her communication and her understanding of operational issues. Direct Reports
- She is continually looking for ways to improve our service to our customers. Direct Reports
- _____ is professional in communication verbally, but misses hearing some important items that are verbalized to her. Other

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:

Is a charismatic speaker able to influence others to exceed performance standards.; Always provides specifics and facts to backup arguments.; Uses influence to shape thinking, not just actions - prompting reflection, reconsideration, or belief shifts.; Is successful in describing and communicating an image of the problem.; Assesses power dynamics and informal influencers to determine the most effective pathways to obtain buy-in.

Provide any comments to help explain your answers.

- _____ does a good job of mentoring and developing her team and capitalizing on the talent of each individual. Supervisor
- She does not settle- but will continue a search until the right fit is found. Peers
- _____ has the talent to use different Leadership styles to fit the situation. Peers
- She has done a very good job of engaging the team in the common goal of achieving high quality outcomes. Peers
- _____ is always thinking about the customer/staff first. She is amazing in her ability to serve her teams and I think that the organization is well represented by her. Peers
- She is a great leader. Peers
- _____ tends to hold things tight. I would like to see her allow staff more participation and use their knowledge as a resource. Not only would this free up some of her time but encourage staff growth. Direct Reports
- She is fair but firm, she sees the good/bad in people and knows how to handle situations appropriately. Direct Reports
- _____ is the best employee the department has employed. Other

Technology Use/Management

Defintion:

Uses technology (computers/tablets/smart phones/scanners/printers) to perform required tasks.

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:

Understands and is committed to implementing new technologies.; Applies complex rules and regulations to maintain optimal system performance.; Supports technical training and development of employees.; Proficient in the use of technical systems and processes.; Maximizes the use of new technology to deliver products and services.

Provide any comments to help explain your answers.

- _____ effectively utilizes the talents of our team members and partnering with stakeholders ensures our continued success. Supervisor
- She focuses on the customer and how best to meet their needs. She clearly explains and sets her expectations of the staff and the goals we are striving for. Great customer experience is always at the center of everything we do. Peers
- _____ involves the members of the team in the interview process whenever we need to hire a new team member. She has hired individuals who have proven by their talents and strengths to be the best candidate. Peers
- She has far exceeded my expectations in transforming the position as it transitioned into one that encompassed more of the quality and safety role. Peers
- _____ is an excellent manager, our dept.is a good place to work with her as a boss Peers
- She is a natural and perfect fit for the CFO position. Peers
- _____ has made great visible improvements in her roles of communication, teamwork and engagement. She is creating a great presence in her position currently. Direct Reports
- She is open about encouraging professional development and when a team member hasn't quite hit the mark. This is important for a leader to be willing to step up and do! Direct Reports
- _____ is very approachable. She is able to get people to follow through and engage in their daily work. Other

Objectives

Defintion:

Establishes and completes objectives.

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:

Establishes goals and objectives.; Communicates goals and objectives to employees.; Consistently provides me with timely feedback for improving my performance.; Effectively organizes resources and plans; Able to organize work.

Provide any comments to help explain your answers.

- _____ exercises a leadership style that consistently meets and exceeds the needs of customers, visitors, co-workers, etc. _____ is able to use all listed points under Elements of Improvement in a way that either provides a service to others or helps others that are providing direct help. _____ is also a great leader outside of the workplace providing educational classes to women on self defense and being aware of their surroundings. I have not worked with anyone like _____ who is so driven to serve others. _____ is a great mentor and example to those she supervises. Supervisor
- She has a talent for breaking through the bureaucracy of [CompanyName] administration and keeping her attention on improving her department. Peers
- _____ is a great communicator and challenges staff to look at process improvements. She is always available to assist with projects, initiatives and is available to assist with difficult situations in which managers and staff are faced with such as budgetary constraints as well as process improvement barriers. Peers
- She has hired good people, and developed strong relationship's with finance. Peers
- _____ is an outstanding leader. She offers great communication and staff allows know what is expected of them. Peers
- She is a transformational leader and has been instrumental in the maintenance of our best-in-class status. Peers
- _____'s leadership style is one that should be mirrored in the organization as we develop a culture of servant leadership. Direct Reports
- She is professional, reliable, ethical, and thoroughly engaged. She demonstrates this by showing up every day, providing feedback and stewardship for all her reports. Direct Reports
- _____ is very focused on collaboration with other departments specifically those with which her team is involved on a routine basis. Other

Regulatory/Compliance

Defintion:

Regulatory and Compliance are the actions taken by organizations to ensure they adhere to laws, regulations, and standards relevant to their industry, thereby mitigating risks, maintaining ethical standards, and protecting the interests of stakeholders. Individuals performing this work must be proactive and responsive. It is crucial to establish robust frameworks and reporting systems to ensure compliance, alongside continuous training and education for employees.

Why it is important:

Compliance helps identify and mitigate potential legal and financial risks. Maintaining high compliance standards enhances a company's reputation. Establishing clear compliance frameworks and reporting systems streamlines operations ensuring that all employees are aware of their responsibilities and reduces the likelihood of errors or misconduct. A strong compliance culture fosters a positive work environment allowing employees to feel more secure and valued in the organization. By prioritizing regulatory and compliance efforts, businesses can safeguard their operations, enhance their reputation, and ensure sustainable growth.

Statements for Level:

Maintains historical records and documents as needed/required.; Follows all safety regulations and procedures.; Investigates risk mitigation strategies.; Interacts with auditors and regulators on a professional basis.; Ensures the company is in compliance with all laws regarding the production and transportation of product.

Provide any comments to help explain your answers.

- _____ has a tough job, unclear role in an unclear world. She has a great handle on current process and people. Supervisor
- She has been instrumental in facilitating communications between staff and managers. Staff know that she is very supportive of them. Peers
- _____ is a great manager to work for. Peers
- She has provided training and projects for the billing staff so that they will be confident when working with operations staff. The goal is for billing staff to be able to support operations staff in their efforts to reduce mistakes on the front end and to tackle difficult customer questions. Peers
- _____ is consistently auditing different processes in the production line to improve satisfaction. The outcomes and expectations are clearly communicated to all staff. Peers
- She is always asking for input and feedback. Her understanding of the Core measures role was little to start, but she has become incredibly savvy at understanding the issues and barriers that impact my role. She does not micromanage and allows me to go out and work through issues after giving me support and guidance though the entire process. Peers
- She translated the creative thinking into real change and solution that advanced our department. Direct Reports
- She is such a model for leaders throughout our organization. Direct Reports
- _____ is very responsive and provides great support service. Other

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:

Uses structured onboarding to give employees clarity on company values, behavioral expectations, and team dynamics.; Engages with union representatives in a manner that upholds fairness and equity.; Creates hiring panels and promotion committees that reflect diverse perspectives and follow standardized criteria.; Is in regular contact with employees.; Maintains good communication with employees.

Provide any comments to help explain your answers.

- _____ has been able to manage a unit within budget (at least to the best of my knowledge), in difficult financial times. Supervisor
- _____ is a great team player for our organization as a whole and for the Department itself. Peers
- She has worked closely with me relating to some personnel issues this last year and has provided a lot of support to me. Peers
- _____ is doing a great job balancing a difficult position with requirements from her role and those from her director that do not always match. Peers
- She is always thinking outside the box, is highly creative and challenging (in a very good way!) in her thinking to create constant process improvement and professional growth in all those around her. Peers
- She always answers my questions even if she's having a busy day or isn't the right person to be asking. Direct Reports
- She is very customer focused and this reflects in her division leadership and performance. Direct Reports
- _____ knows her work and knows the facility very well. _____ is sincere about doing good work, but at times struggles with communicating in objective manner. Other

Coaching

Defintion:

Coaching is an essential leadership skill that enhances performance by fostering dialogue and active listening, asking open-ended questions, challenging assumptions, and tailoring approaches to individual needs. It involves reframing challenges as opportunities, broadening perspectives, providing constructive feedback, empowering employees, and emphasizing future potential. Effective coaching supports growth and development by creating a receptive environment, encouraging introspection and self-reflection, demonstrating empathy, investing time, and driving meaningful impact.

Why it is important:

Coaching is essential for businesses because it enhances employee performance, fosters innovation, and strengthens engagement by encouraging dialogue, introspection, and tailored guidance. It empowers employees to solve challenges, embrace growth, and align personal goals with organizational objectives, creating a culture of trust and development. By focusing on long-term potential and adaptability, coaching equips businesses to thrive in an evolving landscape while cultivating a motivated and capable workforce.

Statements for Level:

Participates in training offered for individuals interested in learning about coaching.; Effective at listening and allowing the employees to unlock their full potential.; Knows the capabilities and motivations of the individuals in the work group.; Is attentive to the needs of employees; Offers coaching at the appropriate times.

Provide any comments to help explain your answers.

- _____ has been very supportive of me and the Institute. Supervisor
- _____ is a professional, motivated, and respected leader. She is able to engage her staff with clear expectations and leads by example. Peers
- She inspires us to remember that as leaders, anything's possible. Peers
- _____ is fully engaged in her unit. She took on the position and jumped in with both feet. Peers
- She can see the fine details well for unit needs that fits into the organizations mission and the needs of the staff. Direct Reports
- _____ makes a conscious effort to hire for talent while taking into consideration the candidate's educational preparation to best meet our current and future needs. Other