



Feedback Results  
Your CompanyName Here  
2024

Sample Empl

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Results Generated by HR-Survey

November 2024

# 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.

# Change Management

**Defintion:**

Supports organizational efforts to improve processes and procedures. Adapts to new processes 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:**

Supports the Company's efforts to implement changes.; Inspires others to want to change.; Develops a strategy for implementing changes.; Assists others in understanding changes to the organization.; Develops plans for following through on the changes.

**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

# Flexibility

**Defintion:**

Flexibility is the ability to think a variety of thoughts, change the ways of doing things, solving unique problems, meeting the needs of a variety of people, managing unpredictable events/circumstances, and adapting to new environments or the needs of different situations. Flexibility also includes recovering quickly from setbacks and maintaining a high level of productivity despite obstacles. Flexibility includes being responsive to the needs of others, to accommodate others, and provide customized training to facilitate learning.

**Why it is important:**

Flexibility allows individuals and organizations to adapt to changing circumstances and challenges with ease. This adaptability enhances problem-solving, strategic thinking and innovation, leading to more effective and efficient operations. Flexibility is being resilient in the response to setbacks, enabling a quicker recovery and maintaining productivity. Flexibility also accommodates the diverse needs and perspectives of others to create a more inclusive and collaborative work environment. Flexibility helps drive success and sustainability in today's dynamic business environment.

**Statements for Level:**

Embraces issues as opportunities to learn and grow.; Implements changes as a result of having listened to employees; Is flexible in solving difficult problems.; Possesses a high degree of flexibility to meet the challenges posed by unforeseen circumstances.; Is flexible to manage uncertain changes in the financial landscape.

**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

# Continual Improvement

**Defintion:**

A continual effort to improve ongoing workplace practices and products. Continuously seeking opportunities to improve efficiency of workplace processes.

**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:**

Encourages an employee culture of continuous improvement to seek out better ways of doing things.; Searches for new methods, techniques, and processes that increase efficiency and reduce costs.; Analyzes processes to determine areas for improvement.; Open to the suggestions from others.; Looks for ways to expand and learn new job skills.

**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

# Initiative

## Defintion:

Initiative is the ability to take appropriate actions and work proactively, often independently, and motivated by a desire to perform above expectations without being prompted by others to do so. Someone with initiative is a self-starter who independently takes advantage of opportunities and is motivated with a tenacious work ethic to be impactful.

## Why it is important:

These individuals are catalysts for positive change in the organization, driving a business forward through their actions and mindset. Being a proactive and opportunistic self-starter enables you to achieve higher levels of performance.

## Statements for Level:

Volunteers time and effort toward the completion of important goals.; Takes corrective action to address performance deficiencies/issues.; Takes the initiative to change the direction or course of events.; Independently seeks out new learning opportunities to improve their skills.; Goes above and beyond the stated goals.

## 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

# Managing Risk

## Defintion:

Risk represents an uncertainty that can either positively or negatively impact the achievement of business goals. Risk Management is the process of recognizing, evaluating, and analyzing risks to reduce the occurrence of, or minimize the impact of, adverse events or identify potential opportunities.

Effective risk management can improve responsiveness to adverse events and the information gathered from risk management can help improve strategic decision making.

## Why it is important:

Risk Management enhances the ability to swiftly return to normal operations after critical incidents through effective planning and mitigation. It increases organizational agility and customer responsiveness by quickly adapting to changes. By implementing risk management, companies can continuously improve and identify new opportunities, while proactively preventing issues before they arise.

## Statements for Level:

Maintains open communication with other departments.; Determines if the level of risk is tolerable.; Uses risk management to make better strategic decisions.; Recognizes the potential impact of systemic risks.; Uses risk data to generate insights and drive strategic decisions.

## 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