



Feedback Results  
Your CompanyName Here  
2025

Sample Empl

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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.

# Commitment

## Defintion:

Commitment is the demonstrated dedication to a company, team, and shared goals, expressed through consistent followthrough, focus, and steadfast pursuit of results even in the face of challenges. It aligns personal values, talents, and responsibilities with organizational priorities, ensuring that individual objectives, ownership, and accountability contribute directly to collective success. Commitment inspires others by modeling resilience, urgency, and uncompromising integrity, while fostering a culture of engagement, shared values, and employee development that strengthens organizational capabilities. Ultimately, it operates across all levels of hierarchy, reinforcing alignment, loyalty, and inspiration that drive sustainable success and collective achievement.

## Why it is important:

Commitment is vital for businesses because it ensures employees remain dedicated and focused, driving consistent performance even when challenges arise. When individuals align their values and goals with organizational priorities, they create ownership and accountability that directly contribute to long-term success. Commitment also fosters a culture of engagement, shared values, and employee development, which strengthens capabilities and inspires collective achievement. Ultimately, strong commitment across all levels of the hierarchy builds resilience, urgency, and loyalty that sustain growth and competitive advantage.

## Statements for Level:

Assigns stretch tasks that build employee confidence in handling diverse customer needs.; Cultivates employee commitment to shared values that drive productivity and excellence.; Inspires loyalty and persistence in pursuit of collective achievements.; Helps employees see how being committed and taking ownership of their professional growth advances both organizational and individual development.; Builds commitment by asking employees to take responsibility for a piece of the initiative, making it "theirs."

## 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

# Integrity

**Defintion:****Why it is important:**

Integrity in business is crucial because it builds trust among clients, partners, and employees, fostering a positive reputation and long-term relationships. Companies that uphold integrity are more likely to attract and retain talent, as employees prefer to work in environments that value honesty and fairness. Additionally, ethical business practices lead to better decision-making and reduced risk of legal issues, ultimately enhancing overall performance. Lastly, integrity promotes a culture of accountability and transparency, which helps in maintaining a loyal customer base and sustaining business success.

**Statements for Level:**

Takes responsibility for the ethical culture created at the company and holds employees accountable for their actions.; Provides mentorship and guidance to others to help them grow and develop professionally reflecting a commitment to their success and the success of the organization overall.; Consistently holds others accountable for their actions to build and maintain a level of trust and integrity.; Applies policies and procedural rules equally to all employees avoiding favoritism.; Builds trust within the team and the organization through honest and transparent communication.

**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

# Cultural Awareness

**Defintion:**

Cultural Awareness is the ability to recognize and reflect on one's own cultural perspectives and biases while remaining open to the unique views and traditions of others. It involves showing sensitivity by honoring cultural milestones, adapting communication respectfully, and addressing individual needs with care and empathy. Culturally aware individuals foster inclusion by listening without judgment, promoting mutual respect, and encouraging recognition of diverse voices across teams. They continuously learn, advocate for equity, and model humility and integrity; helping build safe, collaborative environments where cultural differences are valued as strengths.

**Why it is important:****Statements for Level:**

Demonstrates empathy and patience when navigating cross-cultural misunderstandings.; Maintains an inclusive work environment that maximizes the talents of others in achieving goals.; Welcomes diverse cultural input when shaping organizational strategy or policy.; Is sensitive to the similarities and differences that exist between cultures.; Encourages respectful dialogue around cultural differences and similarities.

**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

# Leadership

## Defintion:

Leadership is the ability to guide and influence others through effective communication, inspiration, and decisive action, while upholding integrity and setting clear expectations to achieve organizational goals. A strong leader fosters accountability, empowers their team, and leads by example, creating an environment of trust, development, and collaboration. By demonstrating emotional intelligence, resilience, and transparency, leaders align efforts, recognize achievements, and drive high performance while mentoring and coaching individuals to reach their full potential.

## Why it is important:

Effective leadership ensures clear communication, alignment of goals, and empowerment of employees, which enhances productivity and innovation. By demonstrating emotional intelligence, accountability, and resilience, leaders build trust, inspire high performance, and create an adaptable environment that positions organizations to thrive in competitive and ever-changing landscapes.

## Statements for Level:

Suggests methods to reduce stress within work environment.; Celebrates initiative and recognizes employees who take ownership beyond their core responsibilities.; Inspires a shared culture by keeping employees informed and working together.; Uses situational leadership employing the appropriate leadership style to maximize performance given the situation.; Encourages self-development for employees at all levels of the organization

## 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

# Fiscal Management

## Defintion:

Maintains appropriate financial controls and budgets.

## 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:

Effective in using Company's resources.; Monitors expenses and verifies the need for items purchased.; Ensures others follow the correct rules and regulations on fiscal matters.; Provides budgeting and accounting support to the Company.; Develops of the department's annual budget.

## 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