



Feedback Results  
Your CompanyName Here  
2026

Sample Empl

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Results Generated by HR-Survey

February 2026

# 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.

# Continuous Improvement

## Definition:

Continuous Improvement is a disciplined, organizationwide commitment to elevating quality, efficiency, and reliability through sustained personal effort, empowered employees, and a culture that expects first-timeright performance. It strengthens processes and systems by applying technical insight, data-driven analysis, Six Sigma methods, experimentation, and best-practice standards to optimize operations and prevent issues before they occur. It thrives on crossfunctional collaboration, knowledge sharing, training, and supportive leadership that equips people to identify opportunities, solve problems, and meet evolving customer expectations. It relies on rigorous measurement, investigation, benchmarking, and resilient design to ensure improvements are validated, sustained, and aligned with best-in-class performance.

## Why it is important:

Continuous Improvement is important to organizations because it creates a self-reinforcing engine of progress rather than relying on one-time fixes or heroic efforts. When employees and managers are committed, empowered, crossfunctional, and equipped with expertise, they continually refine processes, prevent problems, and get work right the first time – which directly improves quality, speed, reliability, and customer satisfaction. By measuring performance, applying Six Sigma and analytical methods, experimenting, benchmarking against best-in-class standards, and sharing knowledge, organizations build systems that optimize themselves over time instead of degrading. Ultimately, Continuous Improvement strengthens resilience, reduces waste and cost, elevates workforce capability, and builds a culture where excellence is the norm – giving companies a durable competitive advantage in any environment.

## Statements for Level:

Encourages employees to challenge existing processes and propose innovative alternatives.; Ensures employees have clear instructions, standards, and resources so work can be completed correctly on the first attempt.; Encourages engineers to look for better manufacturing methods.; Continually seeks opportunities to improve efficiency.; Uses statistical thinking to evaluate process performance and identify opportunities for measurable improvement.

## Provide any comments to help explain your answers.

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

Uses clear examples and measurable results to support arguments, making complex issues more tangible.; Obtains the support of others to accomplish goals.; Maintains strong convictions to convey the importance of their beliefs/values.; Uses public methods of communication to impact the greatest number of individuals.; Demonstrates deep subject matter knowledge through clear, confident explanations that build trust.

**Provide any comments to help explain your answers.**

- \_\_\_\_\_ conducts himself with a high level of integrity and respects honesty and integrity in the people he works with. Supervisor
- He 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 he sorts through his priorities. Responses via email can be slow, delaying action on my part while I wait direction. Peers
- He 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. He has a can do attitude when faced with projects/issues. Peers
- \_\_\_\_\_ sometimes struggles with clarity in his communication and his understanding of operational issues. Direct Reports
- He 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 him. Other

# Delegation

## Defintion:

Delegation is the process by which a manager strategically assigns tasks by defining roles, identifying responsibilities, and selecting the right individuals based on their skills, expertise, and interests, ensuring that work aligns with business goals and fosters both productivity and engagement. Effective delegation involves clear communication, empowerment, and a balance between autonomy and supervision, allowing employees to take ownership while receiving the necessary support, resources, and guidance to succeed. Additionally, strong delegation promotes fair work distribution, career growth, and accountability, ensuring that assignments contribute to both employee development and organizational success while continuously assessing and refining delegation strategies for optimal outcomes.

## Why it is important:

Delegation is essential for organizations and companies because it optimizes efficiency, enhances employee engagement, and strengthens leadership. By strategically assigning tasks based on skills, expertise, and growth opportunities, companies ensure that work is distributed fairly and effectively, leading to higher productivity and better resource management. Additionally, empowering employees through autonomy and accountability fosters a culture of trust, innovation, and professional development, which improves morale, reduces burnout, and encourages long-term retention. When done correctly, delegation aligns individual strengths with business goals, driving sustainable success while allowing leaders to focus on higher-level strategy and vision.

## Statements for Level:

Fosters an environment in which the employee believes in their capabilities to meet expectations, takes the initiative, and delivers high-quality results.; Recognizes employees' unique capabilities and identifies opportunities for growth.; Does not intervene in delegated tasks unless performance, risk, or alignment issues arise.; Assigns tasks based on strengths and aspirations.; Entrusts subordinates with important tasks.

## Provide any comments to help explain your answers.

- \_\_\_\_\_ does a good job of mentoring and developing his team and capitalizing on the talent of each individual. Supervisor
- He 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
- He 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. He is amazing in his ability to serve his teams and I think that the organization is well represented by him. Peers
- He is a great leader. Peers
- \_\_\_\_\_ tends to hold things tight. I would like to see his allow staff more participation and use their knowledge as a resource. Not only would this free up some of his time but encourage staff growth. Direct Reports
- He is fair but firm, he sees the good/bad in people and knows how to handle situations appropriately. Direct Reports
- \_\_\_\_\_ is the best employee the department has employed. Other

# Decision Making

## Defintion:

Decision Making is the disciplined process of analyzing facts, parameters, and constraints while applying sound judgment to choose actions that align with both short- and longterm goals. It blends confidence, decisiveness, and analytical rigor with critical thinking to weigh costs, benefits, risks, and emerging information in a balanced, timely way. Effective decision makers remain selfaware, seek diverse perspectives, include others in reflection and learning, and use creativity and forward thinking to anticipate impacts and uncover innovative options. They stay flexible and open as situations evolve, gathering relevant information, adjusting criteria as needed, and exercising emotional intelligence to make informed, highquality decisions that stand up to scrutiny.

## Why it is important:

Decision Making, defined this way, becomes a strategic engine for organizational performance because it ensures that choices are not just fast, but highquality, wellreasoned, and aligned with longterm goals. When leaders and teams combine analytical rigor, decisiveness, creativity, emotional intelligence, and diverse perspectives, organizations reduce risk, anticipate emerging challenges, and seize opportunities earlier than competitors. This kind of decision discipline strengthens collaboration and accountability; ½people gather relevant information, include others appropriately, adjust to new constraints, and own the consequences of their choices; ½which builds trust and accelerates execution. Ultimately, organizations that cultivate this level of decision maturity make better investments, respond more effectively to uncertainty, and create a culture where informed, innovative, and forwardthinking choices drive sustainable success.

## Statements for Level:

Does not lose sight of the big picture when making decisions; Skillfully integrates diverse and opposing information sources.; Facilitates meetings with others to try to consider alternative courses of action.; Makes decisions based on facts rather than gut feelings.; Makes decisions that support the department's goals and objectives.

## 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
- He focuses on the customer and how best to meet their needs. He clearly explains and sets his 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. He has hired individuals who have proven by their talents and strengths to be the best candidate. Peers
- He 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 his as a boss Peers
- He is a natural and perfect fit for the CFO position. Peers
- \_\_\_\_\_ has made great visible improvements in his roles of communication, teamwork and engagement. He is creating a great presence in his position currently. Direct Reports
- He 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
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\_\_\_\_\_ is very approachable. He is able to get people to follow through and engage in their daily work.  
Other

# Responsible

**Defintion:**

Takes responsibility for actions and sets a good example for 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:**

...takes personal responsibility for results.; Sets a good example; Behavior is ethical and honest.; Is a person you can trust.; Completes assigned work tasks.

**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 he supervises. Supervisor
- He has a talent for breaking through the bureaucracy of [CompanyName] administration and keeping his attention on improving his department. Peers
- \_\_\_\_\_ is a great communicator and challenges staff to look at process improvements. He 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
- He has hired good people, and developed strong relationship's with finance. Peers
- \_\_\_\_\_ is an outstanding leader. He offers great communication and staff allows know what is expected of them. Peers
- He 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
- He is professional, reliable, ethical, and thoroughly engaged. He demonstrates this by showing up every day, providing feedback and stewardship for all his reports. Direct Reports
- \_\_\_\_\_ is very focused on collaboration with other departments specifically those with which his team is involved on a routine basis. Other