



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.

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

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

Developing Others

Defintion:

Training and developing members of the team/department.

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:

Develops employees by offering and encouraging them to take on new or additional responsibilities.; Tries to ensure employees are ready to move to the next level.; Sets performance objectives for subordinates that encourages development opportunities.; Assesses employees' developmental needs.; Creates opportunities for professional development.

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

Passion To Learn

Defintion:

High level of curiosity and committed to their professional development.

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 open minded and curious about learning new skills.; Recognizes own areas for development and consciously seeks assignments that will provide practice in areas of developmental need.; Embraces new technology and procedures.; Takes advantage of training opportunities when they arise.; Demonstrates a willingness to participate in continuing education courses.

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

Punctuality

Defintion:

Adheres to schedules and timelines. Starts meetings, workday, and assigned tasks on time.

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:

Maintains an efficient schedule of activities.; Invoices clients on a timely basis.; Starts the workday when scheduled.; Responds to requests for information in a timely manner.; Conducts appointments at scheduled start time.

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
- _____ is very approachable. He is able to get people to follow through and engage in their daily work. Other

Administrative Skill

Defintion:

Administrative skills are a versatile set of abilities that ensure the efficient operation of an organization by managing schedules, organizing documents, and maintaining processes. These skills include strong communication, active listening, and time management to effectively coordinate tasks and foster collaboration. Being meticulous, systematic, and adept at handling office documents, logistics, and budgets reflects their attention to detail and organizational proficiency. Administrative professionals demonstrate technical proficiency, confidentiality, and a supportive mindset, making them invaluable in maintaining smooth workflows and a productive workplace.

Why it is important:

Administrative skills are vital in business because they ensure the smooth and efficient operation of an organization. By managing schedules, organizing documents, and implementing processes, individuals with strong administrative abilities create a structured environment that allows teams to focus on their goals without unnecessary distractions. These skills also play a critical role in effective communication, enabling the clear exchange of information among colleagues, clients, and stakeholders, which is essential for collaboration and decision-making.

Statements for Level:

Prepares financial statements or reports.; Takes time to grasp the points being made, and ensures individuals feel heard.; Able to develop, justify and present a budget plan.; Sets up and oversees administrative policies and procedures for offices or organizations.; Implements company records retention policies.

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

Goals

Defintion:

Goal setting involves the ability to establish and define aspirational, stretch, and strategic goals. It encompasses prioritizing, optimizing, and aligning these goals to ensure coherence and focus. Additionally, it requires understanding, creating, and utilizing performance metrics to track progress and success. Effective goal setting also includes setting and adhering to timelines while minimizing distractions. It involves coordinating multiple goals simultaneously and providing the necessary support, resources, and feedback to others to help them achieve their objectives.

Why it is important:

The goal setting competency is important in that it establishes focus and direction for a business helping to align the efforts of employees. These goals can motivate and engage employees by giving them a clear purpose and a sense of accomplishment. Goals also provide a framework (or benchmark) for measuring performance. Performance metrics help evaluate the effectiveness of different strategies. Goals also help to determine where resources should be allocated. Goals also establish lines of accountability and responsibility. Goals are also used in strategic planning.

Statements for Level:

Actively provides the necessary resources, guidance, and encouragement to help ensure success of the goals.; Demonstrates a steadfast commitment to supporting the achievement of assigned goals.; Offers encouragement, removes obstacles, and provides constructive feedback to ensure that subordinates have the confidence and tools they need to succeed in their goals.; Consistently stays on course and avoids distractions.; Actively motivates and inspires coworkers to work towards and achieve team goals.

Provide any comments to help explain your answers.

- _____ has a tough job, unclear role in an unclear world. He has a great handle on current process and people. Supervisor
- He has been instrumental in facilitating communications between staff and managers. Staff know that he is very supportive of them. Peers
- _____ is a great manager to work for. Peers
- He 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
- He is always asking for input and feedback. His understanding of the Core measures role was little to start, but he has become incredibly savvy at understanding the issues and barriers that impact my role. He does not micromanage and allows me to go out and work through issues after giving me support and guidance though the entire process. Peers
- He translated the creative thinking into real change and solution that advanced our department. Direct Reports
- He is such a model for leaders throughout our organization. Direct Reports
- _____ is very responsive and provides great support service. Other