



Feedback Results
Your CompanyName Here
2026

Sample Empl

Results Generated by HR-Survey

April 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.

Information Technology

Defintion:

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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:

Strategically aligns IT resources to drive business priorities and outcomes.; Uses diagnostic tools, logs, and known-error databases to identify likely causes.; Holds regular meetings with vendors to review performance, clarify expectations, and address risks.; Offers IT training seminars that are relevant and informative.; Maintains strong, trust-based partnerships with senior leaders across the organization.

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

Creativity

Defintion:

Creativity is the ability to generate original, valuable ideas by drawing on reflection, imagination, and continuous learning. It thrives in environments that are supportive, open to diverse perspectives, and structured to stimulate exploration, risk-taking, and thoughtful contemplation. Creative leaders not only develop their own ideas but also cultivate the creative potential of others through collaboration, inspiration, and cross-functional networking. True creativity adds value by producing innovative, unique solutions that are implemented, evaluated, and refined to solve real problems and drive meaningful impact.

Why it is important:

Creativity is essential for organizations because it fuels innovation, adaptability, and long-term relevance in a rapidly changing world. When creativity is cultivated across dimensions—through reflection, imagination, learning, and collaboration--it enables teams to generate original ideas, implement them effectively, and evaluate their impact. Organizations that support creativity not only inspire their workforce but also unlock unique, valuable solutions that solve problems, add strategic value, and differentiate them in the marketplace. By embedding creativity into culture, leadership, and systems, companies position themselves to evolve, thrive, and lead with purpose.

Statements for Level:

Generates valuable possibilities that meaningfully improve work processes.; Considers problems from multiple angles to uncover new approaches.; Explores assumptions before settling on a solution.; Uses creativity to streamline workflows and reduce friction.; Allows employees to work a certain percentage of time on projects that personally interest them.

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:

Continual Improvement is a proactive and structured approach to enhancing performance by encouraging employee learning, skill growth, and adoption of emerging tools and technologies to optimize workflows. It thrives on transparent information sharing, regular feedback, and performance monitoring, fostering a culture that evaluates effectiveness and sets aspirational benchmarks. By analyzing processes, integrating best practices, and expanding individual responsibilities, organizations create sustainable progress and adaptability across all levels.

Why it is important:

Using this definition of Continual Improvement, why is this important for organizations and companies?

Statements for Level:**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

Results Oriented

Defintion:

Results Oriented describes the ability to set clear, strategically aligned goals, prioritize the most urgent needs, and plan effectively by anticipating obstacles and adjusting approaches as conditions change. It reflects a disciplined focus on execution--staying on course despite distractions, remaining flexible when disruptions occur, and responding to setbacks with persistence, learning, and renewed direction. A resultsoriented individual actively monitors progress through performance measures and checkins, demonstrates a strong bias for action, and consistently achieves both short and longterm goals through motivation, accountability, and constructive communication. This mindset also emphasizes service, supportive supervision, and analytical decisionmaking, ensuring that people are helped, expectations are clear, strengths are leveraged, and tools or technologies are used to enhance efficiency and sustain high performance.

Why it is important:

A resultsoriented mindset is vital because it turns strategy into tangible progress, ensuring that organizational goals don't remain abstract intentions but become measurable achievements. When people set aligned goals, prioritize effectively, plan ahead, and maintain focus, the organization gains consistency, predictability, and the ability to execute even under pressure or changing conditions. This discipline strengthens resilience: teams learn from setbacks, adapt quickly, monitor performance in real time, and take decisive action that keeps work moving forward and prevents small issues from becoming major obstacles. Just as importantly, a resultsoriented culture fuels motivation, accountability, and collaboration--people understand expectations, support one another, leverage their strengths, and use data and technology to deliver high performance, all of which drive longterm organizational success.

Statements for Level:

Makes changes to the plans if it will result in increased output.; Concentrates efforts on the most urgent needs.; Sets objectives for the department.; Ensures transparency around goals, actions, and decision rationale.; Proactively identifies when others need assistance and offers help without being asked.

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:

Effectively organizes resources and plans; Communicates goals and objectives to employees.; Ability to establish realistic goals.; Works toward achieving established goals and objectives.; Encourages me to take on greater responsibility.

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

Collaboration

Defintion:

Collaboration is the process of fostering open communication, building trust-based relationships, and promoting a cooperative environment where information is shared freely and all team members contribute to shared goals. It involves active participation, consensus-building, and shared decision-making, ensuring diverse perspectives are valued while addressing challenges through teamwork and problem-solving. Strong collaboration is rooted in mutual respect, commitment, and the effective use of digital tools to enhance efficiency, minimize misunderstandings, and create a culture of transparency and innovation.

Why it is important:

Collaboration is essential for organizations because it strengthens teamwork, improves problem-solving, and fosters a culture of trust and transparency. When employees openly share information, engage in shared decision-making, and work toward common goals, it enhances efficiency, reduces conflicts, and drives innovation. Strong collaboration ensures that departments function cohesively, leveraging diverse expertise to achieve long-term success while maintaining a respectful and cooperative work environment.

Statements for Level:

Has the confidence and trust of other team members.; Integrates digital tools to streamline the collaborative processes of Research and Development.; Committed to fostering a collaborative work environment in the department.; Effectively works with others to create solutions to problems.; Contributes resources and knowledge to help the team achieve its goals.

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

Entrepreneurship

Defintion:

Entrepreneurship is the ability to recognize opportunities, envision new possibilities, and innovate in ways that create meaningful value for the organization. It involves navigating uncertainty with confidence and strategic insight, using independence, resourcefulness, initiative, and sound business judgment to move ideas from concept to execution. Entrepreneurial managers build strong relationships, influence others, and continually improve systems and themselves while persistently advancing opportunities despite obstacles. Ultimately, Entrepreneurship is defined by the courage to take risks, the discipline to deliver results, and the commitment to cultivate an enterprising, customeroriented environment where new ideas can thrive.

Why it is important:

Entrepreneurship is important for organizations because it drives innovation, growth, and longterm competitiveness by turning opportunities into meaningful value. It equips companies to navigate uncertainty, adapt to changing markets, and stay ahead through strategic insight, initiative, and disciplined execution. Most importantly, entrepreneurial managers energize teams, strengthen collaboration, and deliver results that expand the organization's impact and future potential.

Statements for Level:

Drives progress to achieve key departmental outcomes.; Is constantly monitoring sources and dynamics of change.; Able to adapt the department to changing business demands and climate.; Converts concepts into market-ready products that deliver measurable results.; Optimizes time and resources for entrepreneurial initiatives until they reach completion.

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