



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.

Mediation

Defintion:

Mediation is a structured process in which a neutral third party facilitates dialogue between disputing parties to help them reach a voluntary, mutually acceptable resolution. The mediator maintains control of the process by managing emotional dynamics, ensuring informed consent, and addressing obstructive behaviors while preserving confidentiality and trust. Through careful preparation, strategic planning, and active listening, the mediator gathers information, identifies core issues, and frames them in ways that promote clarity, empathy, and constructive negotiation. Flexibly guiding information exchange, private meetings, and decision-making, the mediator supports parties in exploring options, resolving disputes, and building durable agreements.

Why it is important:

Mediation is vital for organizations and companies because it offers a structured, neutral, and confidential process for resolving disputes without escalating to formal litigation or damaging relationships. By maintaining control, actively listening, and framing issues constructively, a skilled mediator helps teams navigate conflict in ways that preserve trust, productivity, and morale. Strategic planning, emotional regulation, and flexible facilitation ensure that even complex or emotionally charged disputes can be addressed with clarity and fairness. Ultimately, mediation strengthens organizational culture by modeling respectful dialogue, empowering collaborative decision-making, and reinforcing shared values.

Statements for Level:

Uses open-ended and targeted questions to elicit relevant facts, perspectives, and interests.; Explores underlying interests and motivations through thoughtful, open-ended questioning.; Paraphrases and summarizes key points to confirm understanding and reduce misinterpretation.; Guides parties through impasse by reframing issues and exploring alternative solutions.; Structures the negotiation process to promote clarity, fairness, and progress toward resolution.

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

Clarity

Defintion:

Is clear in written documents, public speaking, instructions, and performance evaluations. Able to express ideas effectively.

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:

Avoids creating ambiguity or mixed messages.; Communicates ideas and facts clearly and effectively in writing.; Uses appropriate grammar and tense in communications.; Clarifies problems and their causes to help employees correct them.; Clearly defines work objectives for employees.

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 to feedback from others.; Takes advantage of training opportunities when they arise.; Recognizes own areas for development and consciously seeks assignments that will provide practice in areas of developmental need.; Inspires others to learn new things.; Enhances value to the company through additional training and development.

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

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:**

Engages with individuals that have different cultural backgrounds.; Encourages recognition of diverse perspectives in performance reviews and goal-setting.; Recognizes and values individual and cultural differences.; Willing to work with employees who have different cultural backgrounds.; Is aware of the similarities and differences among and between cultural groups.

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

Time Management

Defintion:

Time Management is the ability to allocate time effectively toward prioritized tasks while avoiding distractions and non-essential activities that reduce workplace efficiency. It involves setting clear goals, maintaining focus, and acting with urgency to tackle pressing issues and meet deadlines despite time constraints. Time Management also includes strategies such as automating repetitive tasks, delegating responsibilities, and sequencing work through schedules and to-do lists that support accurate monitoring and consistent productivity. By using time purposefully and adjusting priorities proactively, individuals maximize value, sustain momentum, and achieve a healthy balance between professional output and personal well-being.

Why it is important:

Statements for Level:

Delegates as many repetitive tasks as possible to maximize the amount of work being done.; Makes time for developing plans and schedules.; Delegates with clarity, providing direction and expectations to ensure successful follow-through.; Creates structured daily and weekly planning routines to track priorities.; Is proactive in addressing important issues.

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

Results Oriented

Defintion:

Results Orientation is an attitude of focusing on achieving results. Facilitated by a combination of job skills and personal attributes, individuals must set and prioritize goals, plan actions while remaining flexible to change as the situation changes. Stays focused on the task, avoid distractions and overcoming obstacles. These individuals are highly motivated and prefer to take action.

Why it is important:

Results oriented individuals are leaders having impact on the organization setting the standard by which others are measured. Achieving results is a critical function of organizations. Individuals with a results orientation help focus the direction of other employees toward a common goal, create innovative solutions to problems, increase production through efficiencies and improve the department and organization.

Statements for Level:

Coordinates cross-functional efforts to ensure dependencies are addressed proactively.; Recognizes and rewards employees who consistently take ownership of their work.; Sets the objectives for the team.; Works hard despite obstacles that impede progress.; Aligns team objectives with broader organizational priorities to ensure strategic coherence.

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

Safety

Defintion:

Works in a safe manner and promotes safe working conditions.

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:

Committed to safety in the workplace.; Identifies and addresses safety needs.; Identifies predictable hazards in the workplace.; Supports our company's safety programs.; Encourages others to attend safety training.

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
- He 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 his role and those from his director that do not always match. Peers
- He is always thinking outside the box, is highly creative and challenging (in a very good way!) in his thinking to create constant process improvement and professional growth in all those around him. Peers
- He always answers my questions even if he's having a busy day or isn't the right person to be asking. Direct Reports
- He is very customer focused and this reflects in his division leadership and performance. Direct Reports
- _____ knows his work and knows the facility very well. _____ is sincere about doing good work, but at times struggles with communicating in objective manner. Other

Regulatory/Compliance

Defintion:

Regulatory and Compliance are the actions taken by organizations to ensure they adhere to laws, regulations, and standards relevant to their industry, thereby mitigating risks, maintaining ethical standards, and protecting the interests of stakeholders. Individuals performing this work must be proactive and responsive. It is crucial to establish robust frameworks and reporting systems to ensure compliance, alongside continuous training and education for employees.

Why it is important:

Compliance helps identify and mitigate potential legal and financial risks. Maintaining high compliance standards enhances a company's reputation. Establishing clear compliance frameworks and reporting systems streamlines operations ensuring that all employees are aware of their responsibilities and reduces the likelihood of errors or misconduct. A strong compliance culture fosters a positive work environment allowing employees to feel more secure and valued in the organization. By prioritizing regulatory and compliance efforts, businesses can safeguard their operations, enhance their reputation, and ensure sustainable growth.

Statements for Level:

Develops the appropriate incentives (or disincentives) for regulatory compliance.; Conducts periodic audits of reporting systems to identify discrepancies and improve data integrity.; Develops and implements appropriate reporting channels.; Observes, monitors and coordinates compliance activities.; Establishes a governance body to monitor and guide the organization's activities.

Provide any comments to help explain your answers.

- _____ has been very supportive of me and the Institute. Supervisor
- _____ is a professional, motivated, and respected leader. He is able to engage his staff with clear expectations and leads by example. Peers
- He inspires us to remember that as leaders, anything's possible. Peers
- _____ is fully engaged in his unit. He took on the position and jumped in with both feet. Peers
- He can see the fine details well for unit needs that fits into the organizations mission and the needs of the staff. Direct Reports
- _____ makes a conscious effort to hire for talent while taking into consideration the candidate's educational preparation to best meet our current and future needs. Other

Business Acumen

Defintion:

Business Acumen means understanding the business enterprise; gathering business information; thinking strategically; working efficiently; forward thinking; leadership and influence; understanding the mission and vision; sharing information; being impactful; working toward and supporting the customer; having financial literacy; managing risk; analytical; managing change; awareness of the market; and having regulatory knowledge.

Why it is important:

Business acumen is a critical skill set for achieving success in business. It encompasses an understanding of how a business operates and the ability to facilitate operations, make strategic decisions, and communicate effectively to drive profitability and growth.

Statements for Level:

Understands impacts of domestic & global market events & issues.; Anticipates the consequences to the business of different potential risk events.; Able to align resources to meet the business needs of the company.; Creates robust talent development programs through the identification of key skills gaps and future needs ensuring the company is able to meet its mission and vision.; Interprets data to make informed business decisions.

Provide any comments to help explain your answers.

- _____ has demonstrated organization, open mindedness, work toward team building, respect and appreciation in his new role. I am unable to evaluate some questions as we have a limited period of working together. Supervisor
- _____ is a strong leader. He encourages those reporting under him to make decisions and supports each one of us. He discusses outcomes and how decisions might be made differently when required but teaches in each opportunity so that we can learn and grow as leaders also. Always thinking about succession planning for the organization. Peers
- _____ promotes and encourages teambuilding throughout the entire department. Other

Entrepreneurship

Defintion:

Ability to develop, manage, and expand business opportunities.

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 the initiative to complete tasks.; Has a strategic awareness on how to promote the organization.; Devotes a certain amount of time and effort to developing new business opportunities.; Able to adapt the department to changing business demands and climate.; Finds unique ways to go around barriers to success.

Provide any comments to help explain your answers.

- _____ has excellent communication skills with both staff and his management team. Supervisor
- _____ is a very effective leader and excellent communicator. Peers