

Feedback Results
Your CompanyName Here
2024

Sample Employee

Results Generated by HR-Survey

November 2024

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.

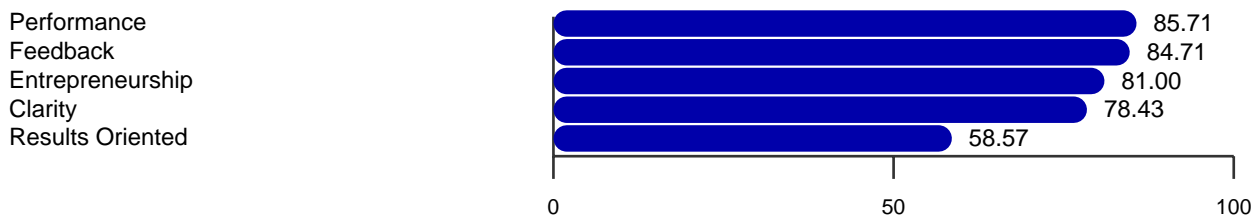
After the sessions, you should work with your coach to work on that pursuit.

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.

Summary

The questionnaire items used in this feedback process asked respondents to rate 5 competencies of leadership and management. Summary scores for each item were calculated by averaging the scores of all your respondents to that item. Your scores for the items in each competency are shown in the bar graph below, with the highest-scored competencies at the top. Your competencies that received the lowest scores appear at the bottom of the graph.

Scores by Competency



Relationship	Headcount
Self	1
Supervisor	1
Peers	2
Direct Reports	3

The results in this report are based on responses collected from individuals in different roles. This table shows the number of responses from individuals in different roles.

These different roles provide different perspectives on your behaviors, competencies, and attributes. And, of course, the perspectives of individuals in each role may be unique.

Gap Analysis

The following table graphically displays the "Gap," or difference between your average rating on each competency (labeled "Self") and the average score of all other respondents (labeled "Others") who provided you with feedback. This can help you identify blind spots, or areas where you were rated more favorably by other respondents than by yourself. The Gaps for these competencies are colored in shades of green. Conversely, the graph can also help you identify your opportunities for improvement, or areas where you rated yourself higher than others did. The Gaps for these dimensions are colored in shades of red. The darker the shade of green or red, the larger the Gap. Finally, if a dimension's Gap is not shaded with a specific color, it indicates an area of agreement between yourself and others.

Dimension	How you see yourself and how others see you.	Gap
Feedback	<p>Self: 73.00 Peer: 86.67</p>	13.67
Clarity	<p>Self: 76.00 Peer: 78.83</p>	2.83
Results Oriented	<p>Self: 70.00 Peer: 56.67</p>	13.33
Performance	<p>Self: 99.00 Peer: 83.50</p>	15.50
Entrepreneurship	<p>Self: 98.00 Peer: 78.17</p>	19.83

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:

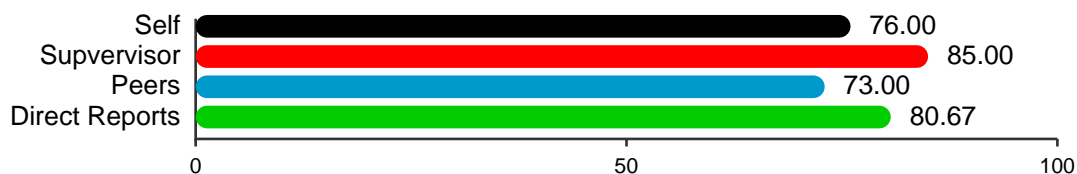
Communicates with clarity and efficiency.

Clarifies problems and their causes to help employees correct them.

Writes clear job descriptions for positions in the organization.

Clearly explains the vision and goals of the company.

Is clear about the roles and duties of team members.



Provide any comments to help explain your answers.

- Getting people into the right role has been a bit challenging, but there are changes being made to adjust this in one case. There is little shared decision making on any meaningful topics.
- He has put together a fantastic leadership group that keeps the customer experience first and foremost.
- He removes barriers so that we can do our job to the best of our ability.

Feedback

Defintion:

Accepts and provides evaluative or corrective information to improve performance.

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Statements for Level:

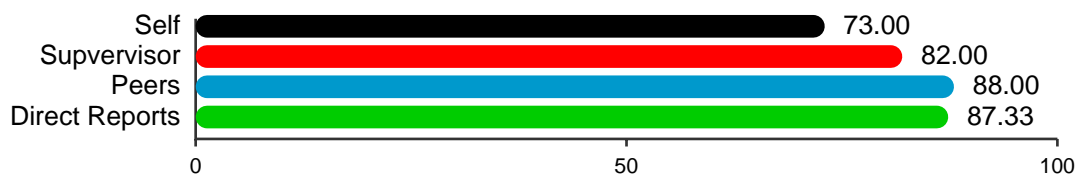
Looks to others for input.

Actively seeks feedback from others.

Is easy to approach with ideas and opinions.

Open to the suggestions of others.

Is visible and approachable.



Provide any comments to help explain your answers.

- This has been a tough year on a number of fronts for me. I think I have helped position the organization with the right strategizes and metrics to drive long-term success.
- He has high expectations of us as staff and of our volunteer team so that we are providing exceptional experiences every time.
- He strives to raise the bar everyday to improve our processes to best serve our customers.
- Definitely goes out of his way to support customers.
- _____ is very customer focused.

Performance

Defintion:

Maintains high level of performance.

Why it is important:

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Statements for Level:

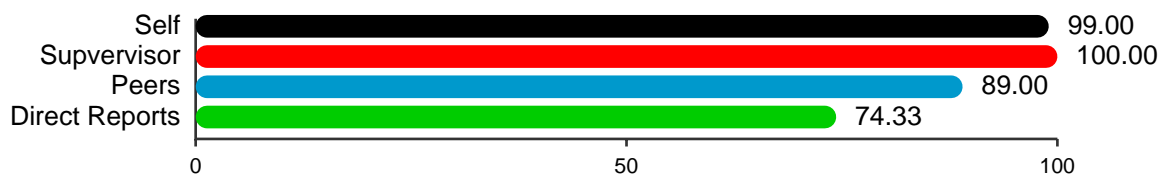
...Produce Quality

Able to organize work.

Has great overall performance

Effectively organizes resources and plans

...Overall Performance

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

- I can continue to be a better role model for my staff and colleagues
- He has established credibility and trust with all the directors and managers.
- Always conducts himself in a professional manner.

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:

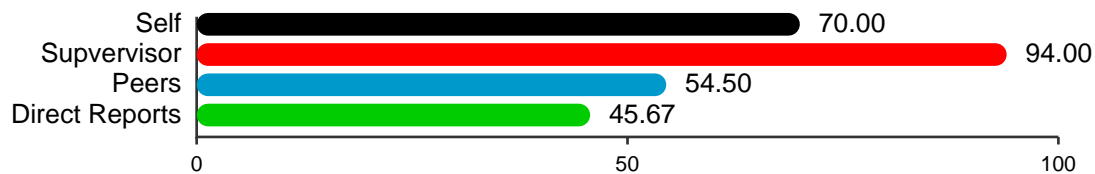
Determines the parts of the project that need completed first.

Completed work exceeds standards.

Holds self and others accountable for achieving results.

Identifies the steps needed to accomplish the results.

Makes changes to the plans if it will result in increased output.



Provide any comments to help explain your answers.

- I need to be a better listener and slow down.
- He understands our job and works with us to improve our productivity while being concerned with our job satisfaction.
- Could improve Communication skill set.
- _____ 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.

Entrepreneurship

Defintion:

Ability to develop, manage, and expand business opportunities.

Why it is important:

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Statements for Level:

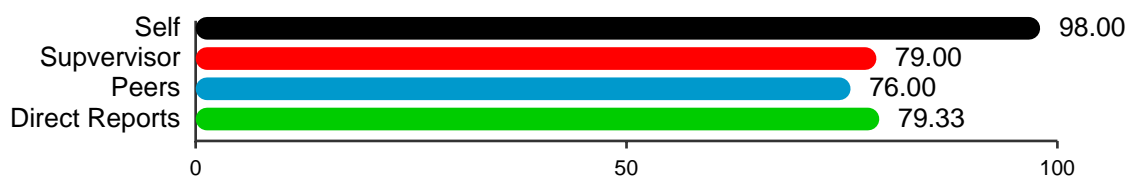
Maintains a high level of energy to respond to demands of the job.

Encourages dynamic growth opportunities.

Understands the processes and various stages of business development.

Takes the initiative to complete tasks.

Excellent at managing relationships with stakeholders.

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

- I would like to learn more about the budgeting process and Core Competency as well as just refreshers with different computer tools to be more proficient with them.