



Feedback Results
Your CompanyName Here
2024

Sample Empl

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.

Continual Improvement

Defintion:

A continual effort to improve ongoing workplace practices and products. Continuously seeking opportunities to improve efficiency of workplace processes.

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:

Looks for ways to expand and learn new job skills.; Analyzes processes to determine areas for improvement.; Promotes training and development opportunities to enhance job performance.; Looks for ways to expand current job responsibilities.; Searches for new methods, techniques, and processes that increase efficiency and reduce costs.

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:

Able to persuade and influence others to obtain certain objectives and goals.

Why it is important:

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Statements for Level:

Understanding what others need.; Develops a good rapport with others.; Seeks to obtain consensus or compromise.; Communicates effectively with others.; Able to express own goals and needs.

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:

Delegates tasks, responsibilities, and authority to others.

Why it is important:

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Statements for Level:

Tells subordinates what to do, not how to do it.; Sets clear and reasonable expectations for others and follows through on their progress.; Clearly defines duties and tasks to be completed.; Allows subordinates to use their own methods and procedures.; Allows employees to decide how they wish to complete the 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:

Competence in decision making is the ability to confidently and decisively decide on a course of action after critically analyzing information, parameters and constraints. Informed decisions come from gathering information and viewing the choice from different perspectives. High quality decision making requires flexibility and openness as well as a careful evaluation of the costs and benefits.

Why it is important:

Decision making is a critical skill that affects every aspect of business operations and directly impacts success or failure. Decision making determines the strategic goals and allocation of resources.

Competent decision makers can critically analyze a situation and address problems promptly to prevent them from escalating. In times of crisis, the ability to make quick, informed decisions is essential to mitigate risks and navigate through challenging situations.

Statements for Level:

Considers the ethical implications of decisions.; Regularly evaluates information before making important decisions.; Willing to consider information from other sources.; Determines the costs and potential benefits of decisions.; Effectively chooses appropriate courses of action.

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

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:

Sets a good example.; ...takes personal responsibility for results.; Acts as a resource without removing individual responsibility.; Behavior is ethical and honest.; 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