



Feedback Results
Your CompanyName Here
2024

Sample Emp

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.

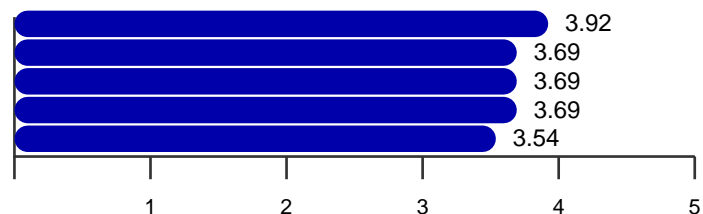
You are encouraged to communicate further with your respondents, both to clarify the meaning of the feedback they have given you and to solicit their support on your self-development journey. Even when people have not self-identified, you can conduct general conversations in which you share what you've 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

Change Management
 Conflict Management
 Customer Focus
 Managing Performance
 Planning



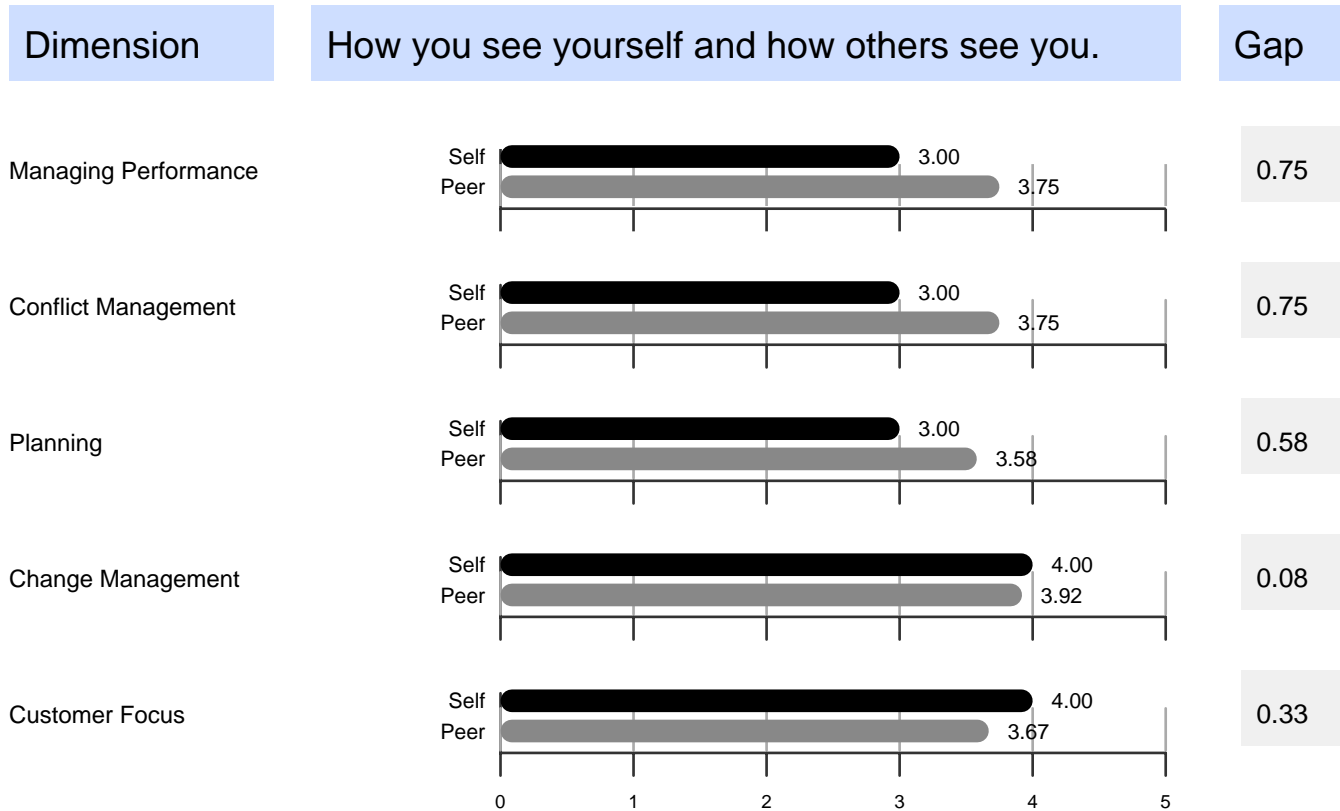
Relationship	Headcount
Self	1
Supervisor	1
Peers	5
Direct Reports	6

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.



Customer Focus

Defintion:

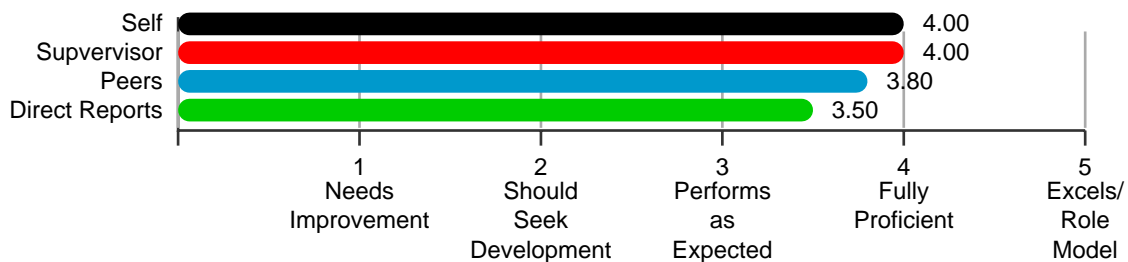
Prioritizing the customer's needs, expectations interactions above all else. Understanding and addressing customer needs, providing excellent service. Consistently delivering value to customers. A customer-focused approach involves fostering a company culture dedicated to enhancing customer satisfaction and building strong customer relationships.

Why it is important:

Knowing your customer's needs, sometimes even before they articulate it, allows you to provide solutions that are tailored to their specific challenges. This proactive approach can lead to increased customer satisfaction and loyalty. When you go above and beyond what customers expect, you create memorable experiences that can set your business apart from competitors. This can lead to positive word-of-mouth and repeat business. Quick and effective responses to customer inquiries or issues demonstrate that you value their time and business. A commitment to resolving their concerns shows that you are reliable and trustworthy.

Statements for Level:

I identify the core needs of the customer.; You maintain positive customer relationships.; You ensure customers are comfortable with the services provided.; I tailor innovative products for each customer.; You make customer's needs a top priority.



Provide any comments to help explain your answers.

- I do believe that when change is initiated by her that more forethought on the potential consequences could be given. Like any group of people, staff are sensitive to change especially when they perceive the change as being for the sake of change.
- _____ always goes above and beyond in her daily work.
- _____ always put our customers first. This is very appropriate and in line with our mission and executive communications.
- Her guidance is outstanding, as her expectations are very high and that allows anyone to grow and learn under her mentoring skills.
- She is very focused on bringing out best in employees and encourages all to get involved with any and all problems to come up with solutions that benefit the team.
- Despite the fact that _____ has experienced very few opportunities that would increase her engagement, she has remained dedicated to [CompanyName] and especially to her staff.

Planning

Defintion:

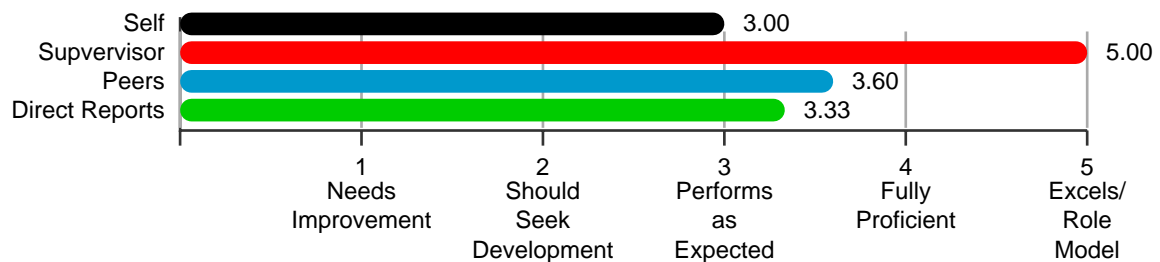
Planning is a core aspect of organizational management. Contingency planning, strategic planning, forecasting, resource management, project management, staffing, scheduling, and logistics are all important types of planning in organizations. Planning gives direction and sets the framework for managing time and resources by identifying goals, setting priorities, and establishing the steps needed to reach those goals.

Why it is important:

Planning is necessary to prepare for unexpected events, predicting future trends, allocating resources, managing projects, staffing, scheduling and logistics.

Statements for Level:

You are able to look ahead (beyond the present) when addressing the work/needs of the department.; You are able to identify the needs of the department before a major change.; You notify staff when the plan is not on schedule.; I develop effective plans to deal with unforeseen circumstances.; I develop plans used to accomplish urgent or critical tasks.



Provide any comments to help explain your answers.

- I enjoy working with _____. She is very responsive to questions. She seeks out advice or discussion with me at the appropriate times to make sure her projects are successful.
- _____ always presents herself in the most professional manner.
- She is a great leader.
- Although I have only reported to _____ for a couple of months, the quality of my work life has improved greatly.
- She is well respected by her peers and it is clear to see why.
- I admire _____'s decision making skills when it comes to hiring new employees for our department.

Managing Performance

Defintion:

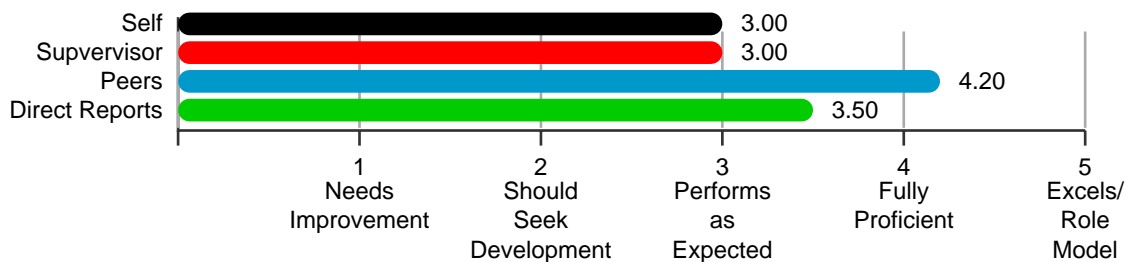
Manages the performance of subordinates. Plans and sets goals and performance expectations for work outcomes; determines measures of performance and communicates those expectations to the employee. Measures and monitors performance and conducts regular performance reviews using standardized performance measures. Recognizes and rewards performance that exceeds expectations and implements remedial actions if necessary.

Why it is important:

Performance Management is an important supervisory skill that impacts business operations by setting expectations for achieving superior performance. It provides a framework for measuring work and motivating employees to achieve goals consistent with the organization's mission and values.

Statements for Level:

You ensure employees are accountable for meeting OKRs.; I communicate the roles and responsibilities to the employee.; I monitor performance on a regular basis.; I ensure employees understand how work is to be completed.; I use existing performance frameworks to define measures of performance.



Provide any comments to help explain your answers.

- I feel _____ consistently meets/exceeds in all of the Leadership Effective areas listed above, and I feel she excels in the areas related to encouragement, identifying employees' strengths, and shared decision making.
- _____ clearly communicates expectations and verifies information to ensure shared understanding. A great example was the recent coaching session at our visibility wall. This dialogue was a great opportunity to get some ideas and feedback on processes and metrics that would be meaningful to track in my departments.
- She is a joy to work for.
- As a leader, I can clearly see that _____ is open to growth as she is willing to have difficult conversations with the intent of strengthening the team. I believe the areas that need improvement will develop in time, as she gains leadership experience and mentoring.
- She looks for ways to improve processes, involves her team in the process improvements, and shares with others what her team has accomplished.
- I appreciate _____ being open to suggestions, and available when concerns brought to her.

Change Management

Defintion:

Supports organizational efforts to improve processes and procedures. Adapts to new processes as needed.

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:

You support the Company's efforts to implement changes.; You support new initiatives for organizational changes to improve effectiveness.; I facilitate change with minimal resistance.; You address organizational and departmental resistance to changes.; I am able to get department employees to accept new changes.



Provide any comments to help explain your answers.

- I feel she has really engaged with the staff and with the quality work staff performs. She has taken the time to learn more about this department, support, encourage, as well as challenge us to be better.
- _____ conducts herself with a high level of integrity and respects honesty and integrity in the people she works with.
- She is able to see the bigger picture and helps others to look past the present and how we can change the future.
- I am very thankful for all the opportunities she has provided me and I have grown in my development under her guidance. A real asset to the organization.
- She often becomes overly involved with projects and tries to change things when the projects and groups are running smoothly.
- I do see _____ improving in the following areas: following through on process improvement projects and embracing them instead of becoming defensive, open to coaching and mentorship, serving as a role model for technical staff, collaborating more within the entire RO team and regularly attending required meetings and following through on her assignments.

Conflict Management

Defintion:

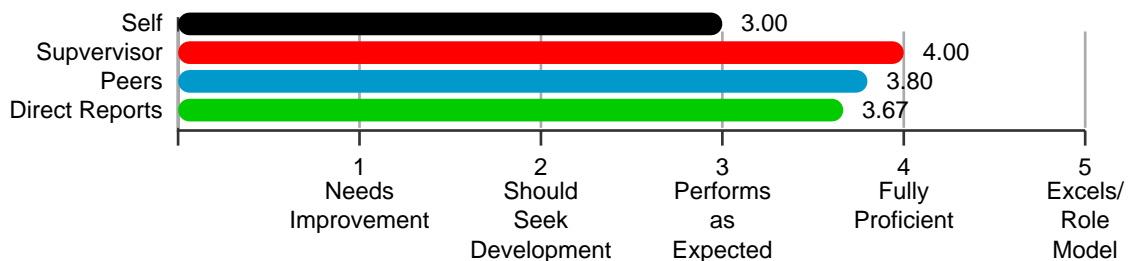
Conflict management is the process of effectively resolving disputes by addressing underlying issues, preventing escalation, and ensuring clear communication. It involves finding common ground, fostering compromise, and actively listening to all parties. Successful conflict managers facilitate collaboration, recognize diverse perspectives, and remain open to change. They are responsive, persuasive, analytical, strategic, and inquisitive, ensuring a balanced and constructive approach to conflict resolution.

Why it is important:

Effective conflict management is crucial in business management because it helps maintain a productive and harmonious work environment. By resolving disputes promptly and fairly, managers can prevent minor issues from escalating into major problems, which can disrupt operations and lower morale. Additionally, good conflict management fosters better communication, collaboration, and understanding among team members, leading to more innovative solutions and improved overall performance. Managers who excel in this area can also build stronger relationships and trust within their teams, which is essential for long-term success.

Statements for Level:

I identify strategies to prevent the recurrence of issues.; You facilitate dialog between team members.; I am supportive of consensus and power sharing.; You work with others as needed to facilitate resolution of conflicts.; You determine what issues can be agreed upon.



Provide any comments to help explain your answers.

- I find her to be a stellar asset to our team at [CompanyName].
- _____ could improve her communication style. She often does not clearly communicate her goals of a conversation or meeting and therefore doesn't always impart a clear vision for an particular outcome. Often after a meeting or conversation one can be left wondering what is the expectation of work to be completed.
- She is always looking to and listening to the staff for their and needs.
- I appreciate her openness and availability to all the staff.
- She routinely demonstrates professionalism and her priority for service which is a model example for others.
- I have been in the work force for over 30 years and had outstanding directors and leaders, however _____ surpasses anyone I met before.