



Feedback Results  
Your CompanyName Here  
2024

Sample Emp

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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.

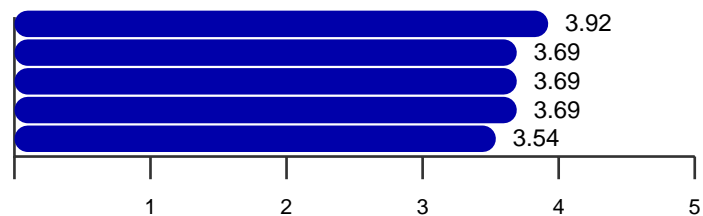
You are encouraged to communicate further with your respondents, both to clarify the meaning of the feedback they have given you and to solicit their support on your self-development journey. Even when people have not self-identified, you can conduct general conversations in which you share what you've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

Business Acumen  
Empowering Others  
Integrity  
Results Oriented  
Supervisory Skills



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.

Dimension	How you see yourself and how others see you.	Gap
Results Oriented		0.75
Integrity		0.75
Supervisory Skills		0.58
Business Acumen		0.08
Empowering Others		0.33

# Empowering Others

## Defintion:

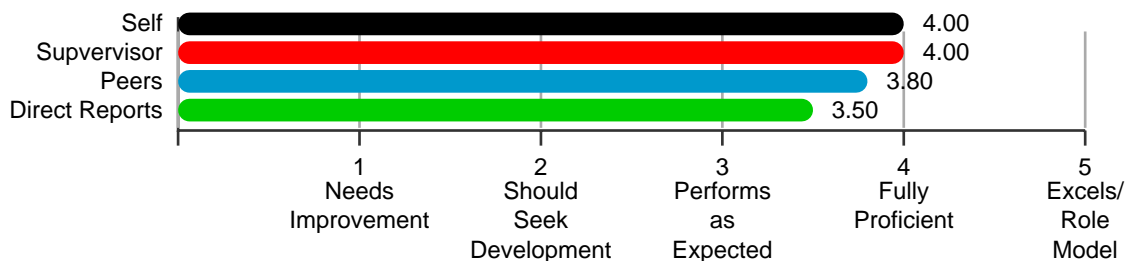
Empowering individuals means granting them the freedom to make decisions and take ownership of their work. Allowing for flexibility in work hours or remote work arrangements empowers employees to manage their time effectively. Empowerment includes providing growth opportunities and encouraging employees to share their ideas, perspectives, and solutions.

## Why it is important:

When employees have autonomy, they feel trusted and motivated to contribute their best. Allowing flexibility in work hours or remote work arrangements empowers employees to manage their time effectively. This flexibility acknowledges their personal needs and fosters a healthy work-life balance. Empowerment provides growth opportunities for employees and encourages employees to share their ideas, perspectives, and solutions. This creates an environment where they can learn, develop, and take on new challenges. Empowerment involves tailoring responsibilities to match employees' skill levels, allowing them to excel and grow.

## Statements for Level:

I view others in the department as valued assets to be trained and employed.; I allow for flexibility in the working hours.; I value the opinions of others.; I create a culture where employees are given the opportunity to take the initiative and make impactful decisions.; You give employees the freedom to set their own schedule.



## Provide any comments to help explain your answers.

- I do believe that when change is initiated by him 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 his daily work.
- \_\_\_\_\_ always put our customers first. This is very appropriate and in line with our mission and executive communications.
- His guidance is outstanding, as his expectations are very high and that allows anyone to grow and learn under his mentoring skills.
- He 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 his engagement, he has remained dedicated to [CompanyName] and especially to his staff.

# Supervisory Skills

## Defintion:

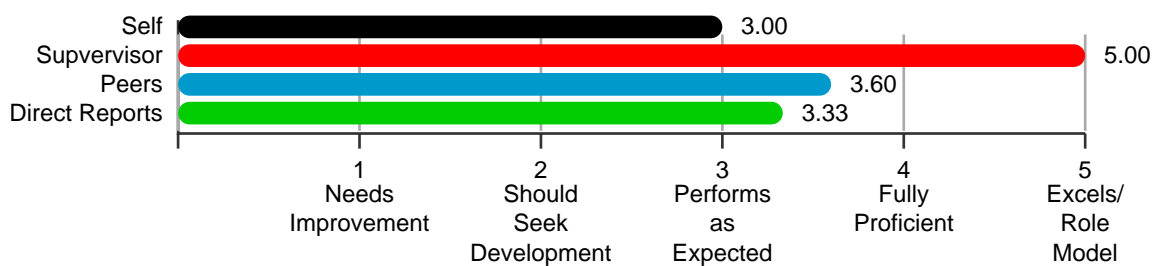
Supervisors can create and sustain an engaging work environment; inspire and foster creativity, trust, and a positive workplace climate; make decisions and allocate resources; enforce discipline and conduct performance reviews. This is done by delegating tasks, resolving personnel issues, coordinating schedules and timelines, establishing good rapport with employees.

## Why it is important:

Supervisory skills are crucial for effective business operations. These skills are needed to ensure that work get done and is done properly and on time. Supervisory skills also contribute to creating a positive, productive work environment.

## Statements for Level:

You give employees the ability to complete their tasks as they see fit.; I provide feedback that is aligned with performance expectations.; I convey instructions, directives and guidelines to the employees.; I instruct employees on the safest way to perform tasks.; I listen to the concerns of employees.



## Provide any comments to help explain your answers.

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

# Results Oriented

## Defintion:

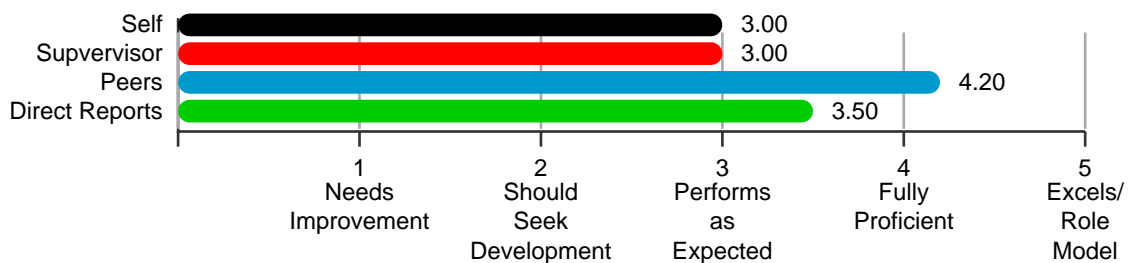
Results Orientation is an attitude of focusing on achieving results. Facilitated by a combination of job skills and personal attributes, individuals must set and prioritize goals, plan actions while remaining flexible to change as the situation changes. Stays focused on the task, avoid distractions and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

I measure progress toward the goal.; You keep track of progress toward the results.; You exceed performance requirements.; Completed work exceeds standards.; I views obstacles as opportunities to improve myself.



## 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 he 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.
- He is a joy to work for.
- As a leader, I can clearly see that \_\_\_\_\_ is open to growth as he 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 he gains leadership experience and mentoring.
- He looks for ways to improve processes, involves his team in the process improvements, and shares with others what his team has accomplished.
- I appreciate \_\_\_\_\_ being open to suggestions, and available when concerns brought to him.

# Business Acumen

## Defintion:

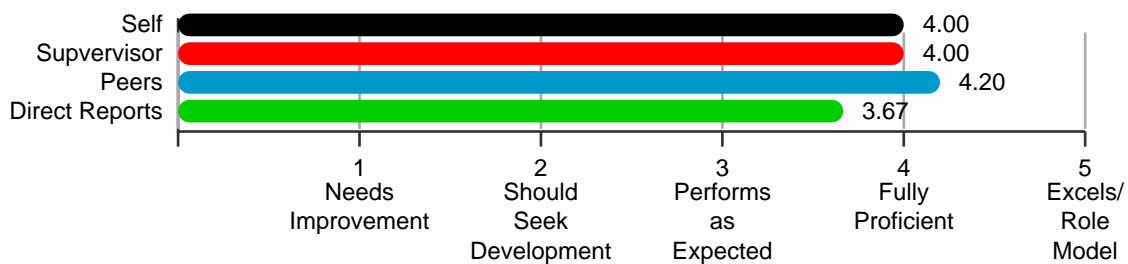
Business Acumen is the ability to understand the many moving parts of a business enterprise and to use this information to strive to improve organizational performance through informed strategic decision making. And to effectively communicate through the organization to drive results for a competitive advantage.

## 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:

You understand complex issues and problems.; I am aware of regulations that impact our business.; You identify new business opportunities.; I develop business plans that are forward looking.; I gather essential customer data to align our products with their expectations.



## Provide any comments to help explain your answers.

- I feel he has really engaged with the staff and with the quality work staff performs. He has taken the time to learn more about this department, support, encourage, as well as challenge us to be better.
- \_\_\_\_\_ conducts himself with a high level of integrity and respects honesty and integrity in the people he works with.
- He 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 he has provided me and I have grown in my development under his guidance. A real asset to the organization.
- He 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 techincal staff, collaborating more within the entire RO team and regularly attending required meetings and following through on his assignments.



# Integrity

## Defintion:

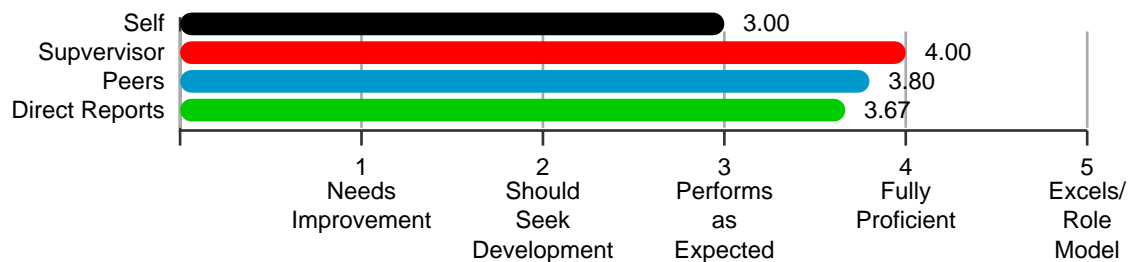
Behaves in an ethical and fair way consistent with professional standards and rules of conduct. Demonstrates selflessness of action by doing the right thing regardless of personal and professional consequences. Behaves in an honest, fair, and ethical manner without regard to pressure from other authorities.

## 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 establish relationships of trust, honesty, fairness, and integrity.; You protect the integrity and confidentiality of information; You develop trust and confidence from others.; You maintain strong relationships with others.; You follow tasks to completion.



## Provide any comments to help explain your answers.

- I find him to be a stellar asset to our team at [CompanyName].
- \_\_\_\_\_ could improve his communication style. He often does not clearly communicate his 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.
- He is always looking to and listening to the staff for their and needs.
- I appreciate his openness and availability to all the staff.
- He routinely demonstrates professionalism and his 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.