Feedback Results

Your CompanyName Here

2024

Sample Employee

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

Juggling Multiple Responsibilities
Decision Making
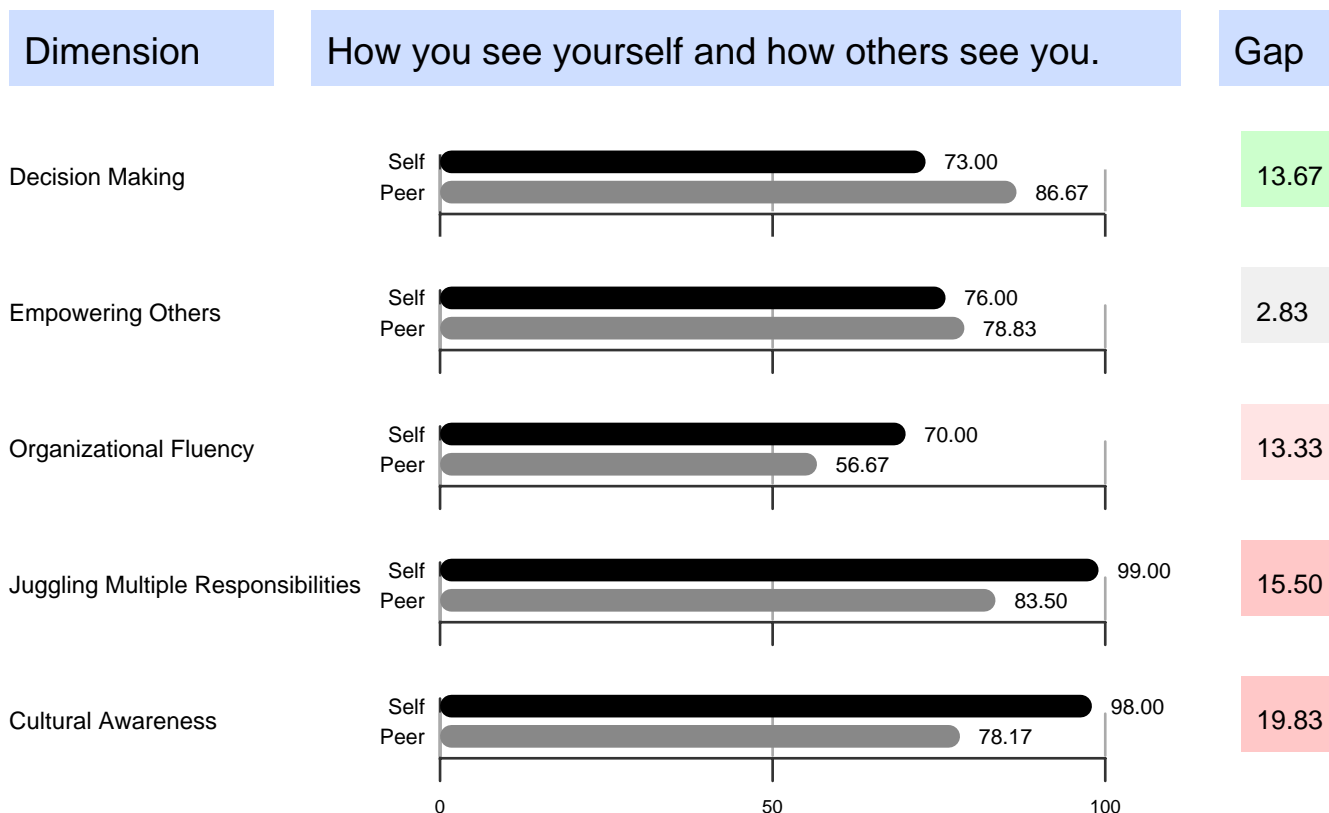Cultural Awareness
Empowering Others
Organizational Fluency

Juggling Multiple Responsibilities	85.71
Decision Making	84.71
Cultural Awareness	81.00
Empowering Others	78.43
Organizational Fluency	58.57
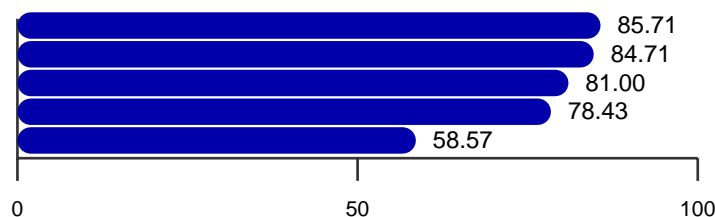
Relationship	Headcount
Self	1
Supvervisor	1
Peers	2
Direct Reports	3

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
Decision Making	Self 73.00 / Peer 86.67	13.67
Empowering Others	Self 76.00 / Peer 78.83	2.83
Organizational Fluency	Self 70.00 / Peer 56.67	13.33
Juggling Multiple Responsibilities	Self 99.00 / Peer 83.50	15.50
Cultural Awareness	Self 98.00 / Peer 78.17	19.83

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:

Sets goals to allow the employee to have more autonomy over their work.

Trusts employees with important responsibilities.

Gives employees autonomy to complete tasks on their own.

Provides opportunities for employee development and growth.

Encourages employees to expand their skills in order to take on greater responsibilities.

Self		76.00
Supvervisor		85.00
Peers		73.00
Direct Reports		80.67
0	50	100
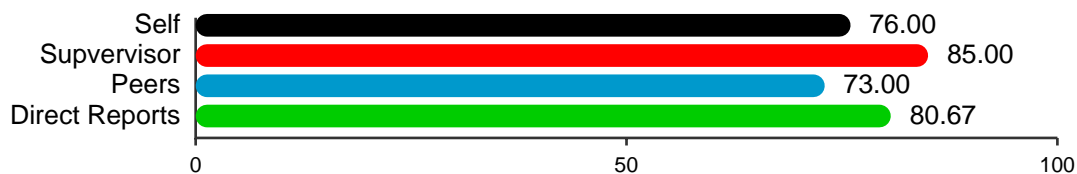
Provide any comments to help explain your answers.

- 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.

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.
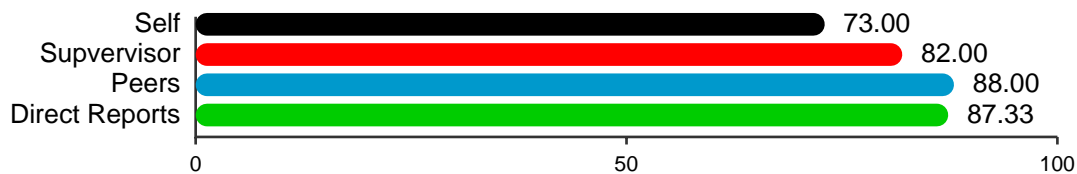
Statements for Level:

Is open to listening to others who may have different ideas.

Gathers information before making a decision.

Is confident in the decisions they make.

Learns from previous bad decisions and rarely repeats them.

Effectively chooses appropriate courses of action.

Self	73.00
Supvervisor	82.00
Peers	88.00
Direct Reports	87.33

0   50   100

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.

Juggling Multiple Responsibilities

Defintion:

Manages time and decision making to accomplish multiple tasks simultaneously.   Multitasking
saves time and increases productivity.

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:

Keeps track of multiple assignments and deadlines.

Integrates developing others with driving sales, serving customers, merchandising, performing operational
procedures, and maintaining an appealing store environment.

Ensures that assignments are prioritized according to the needs of the department/company.

Avoids bottlenecks in progress by assigning multiple individuals to critical tasks.

Organizes tasks for the most efficient order of completion.

Self		99.00
Supvervisor		100.00
Peers		89.00
Direct Reports		74.33

0   50   100
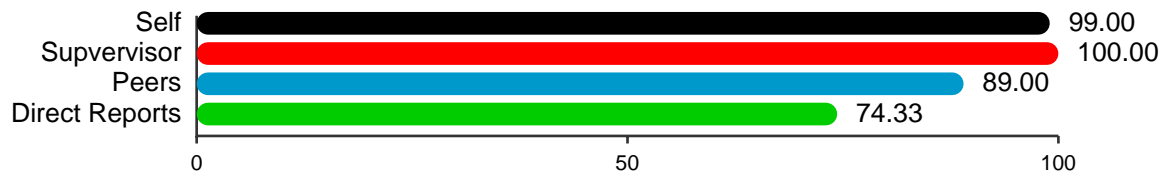
Provide any comments to help explain your answers.

- 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.

Organizational Fluency

Defintion:

Able to work within the department/division/organization.   Understand how different parts of the business interact.

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:

Effective in communicating with others within the organization.

Adept at navigating within the culture of the department.

Is aware of other organizational cultures to compare/contrast with the current organizational culture.

Understands the current organizational culture.

Able to deal with sensitive issues with tact and professionalism.

Self	70.00
Supvervisor	94.00
Peers	54.50
Direct Reports	45.67

0   50   100
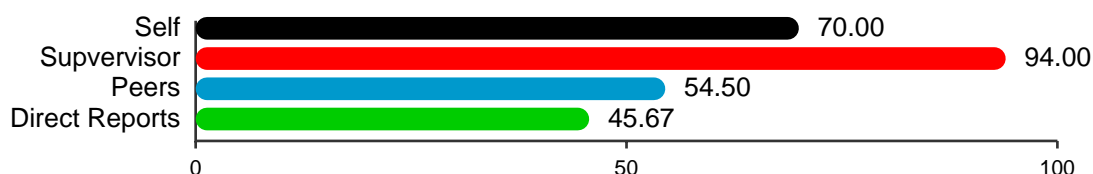
Provide any comments to help explain your answers.

- 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.

Cultural Awareness

Defintion:

Ability to effectively work in cross-cultural situations among professionals.

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:

Treats others with dignity and respect.

Helps other employees to become more culturally sensitive.

Develops skills and attitudes to bridge cultural differences.

Shows respect in daily interactions

Is sensitive to the similarities and differences that exist between cultures.

Self	98.00
Supvervisor	79.00
Peers	76.00
Direct Reports	79.33

0   50   100
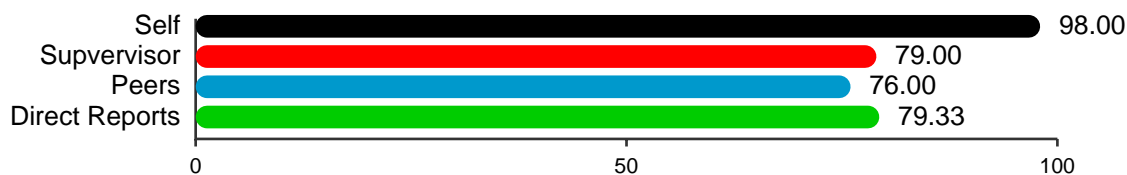
Provide any comments to help explain your answers.

- 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.