



Feedback Results  
Your CompanyName Here  
2024

Sample Employee

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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.

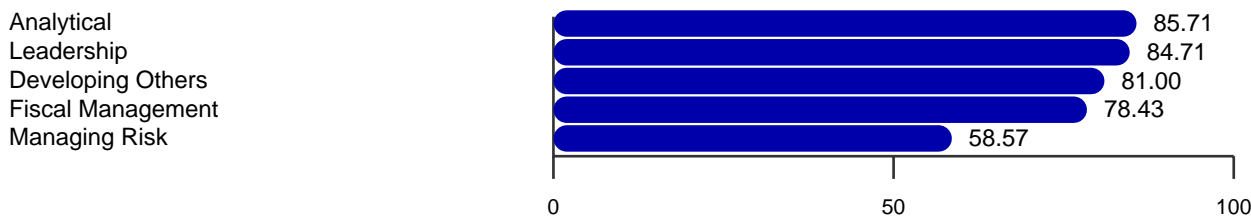
After the sessions, you should work with your coach to work on that pursuit.

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



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
Leadership	<p>Self: 73.00 Peer: 86.67</p>	13.67
Fiscal Management	<p>Self: 76.00 Peer: 78.83</p>	2.83
Managing Risk	<p>Self: 70.00 Peer: 56.67</p>	13.33
Analytical	<p>Self: 99.00 Peer: 83.50</p>	15.50
Developing Others	<p>Self: 98.00 Peer: 78.17</p>	19.83

# Fiscal Management

**Defintion:**

Maintains appropriate financial controls and budgets.

**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:**

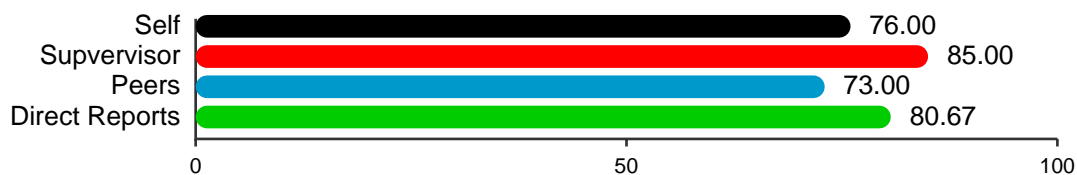
Effectively manages appropriations, reporting, purchases, expenditures, payrolls, and staff.

Provides budgeting and accounting support to the Company.

Monitors spending.

Ensures others follow the correct rules and regulations on fiscal matters.

Keeps excellent records for financial transparency.

**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.

# Leadership

## Defintion:

Effectively leads the department/division/organization. Leads and/or directs others in the completing of tasks.

## 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:

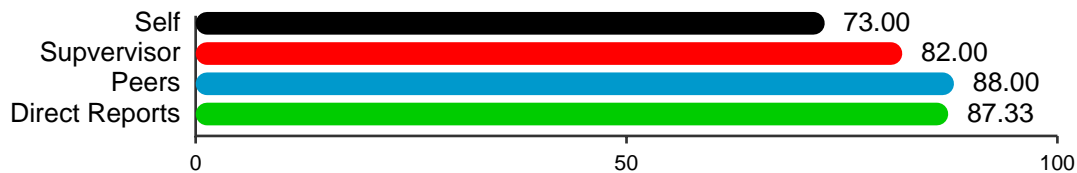
Clearly explains performance expectations and goals to be reached at the beginning of a project, then let's others decide how to achieve the goal.

Effectively leads others.

Provides resources to enable individuals to develop professionally.

Expresses clear goals and objectives.

Highly effective supervisor.



## 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.

# Analytical

## Defintion:

Skilled in or using analysis especially in thinking or reasoning to solve problems quickly and 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:

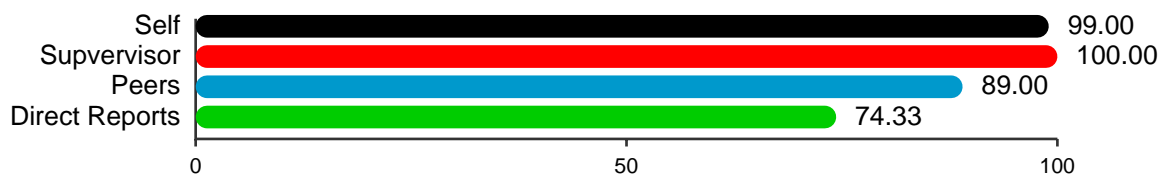
Uses appropriate techniques to solve problems.

Prioritizes various actions to be taken when solving a problem.

Selects the appropriate techniques for analysis.

Balances risks and costs with the rewards and probabilities of success when decisions.

Identifies opportunities for progress and innovation.



## 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.

# Managing Risk

## Defintion:

Risk represents an uncertainty that can either positively or negatively impact the achievement of business goals. Risk Management is the process of recognizing, evaluating, and analyzing risks to reduce the occurrence of, or minimize the impact of, adverse events or identify potential opportunities.

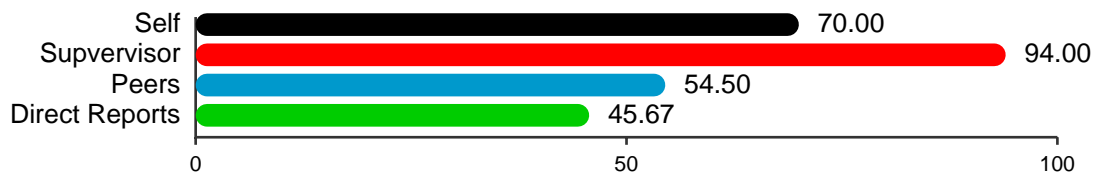
Effective risk management can improve responsiveness to adverse events and the information gathered from risk management can help improve strategic decision making.

## Why it is important:

Risk Management enhances the ability to swiftly return to normal operations after critical incidents through effective planning and mitigation. It increases organizational agility and customer responsiveness by quickly adapting to changes. By implementing risk management, companies can continuously improve and identify new opportunities, while proactively preventing issues before they arise.

## Statements for Level:

Leads projects or initiatives that require original and inventive ideas. Recognized within the organization as a driver of innovation and creative solutions. Effectively integrates creative concepts into strategic planning and operational decisions.



## 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.



# Developing Others

**Defintion:**

Training and developing members of the team/department.

**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:**

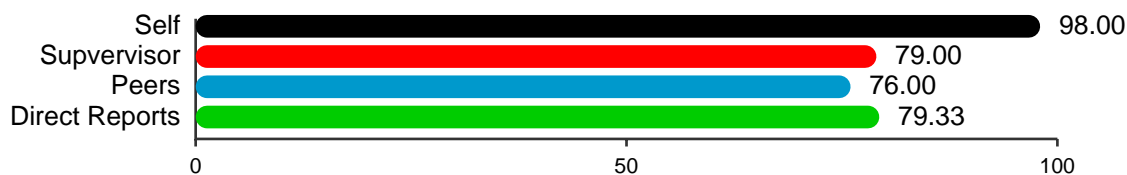
Tries to ensure employees are ready to move to the next level.

Develops employees by offering and encouraging them to take on new or additional responsibilities.

Creates a work environment that fosters positive feedback to employees.

Is open to receiving feedback.

Creates opportunities for professional development.

**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.