



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.

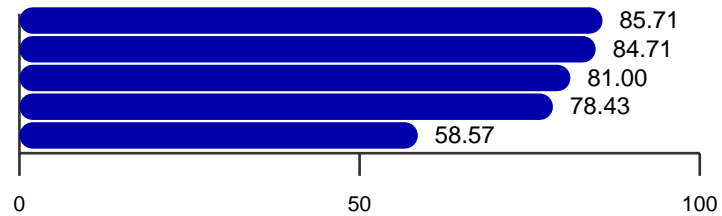
You are encouraged to communicate further with your respondents, both to clarify the meaning of the feedback they have given you and to solicit their support on your self-development journey. Even when people have not self-identified, you can conduct general conversations in which you share what you've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

Professional Development  
Integrity  
Planning  
Initiative  
Cultural Awareness



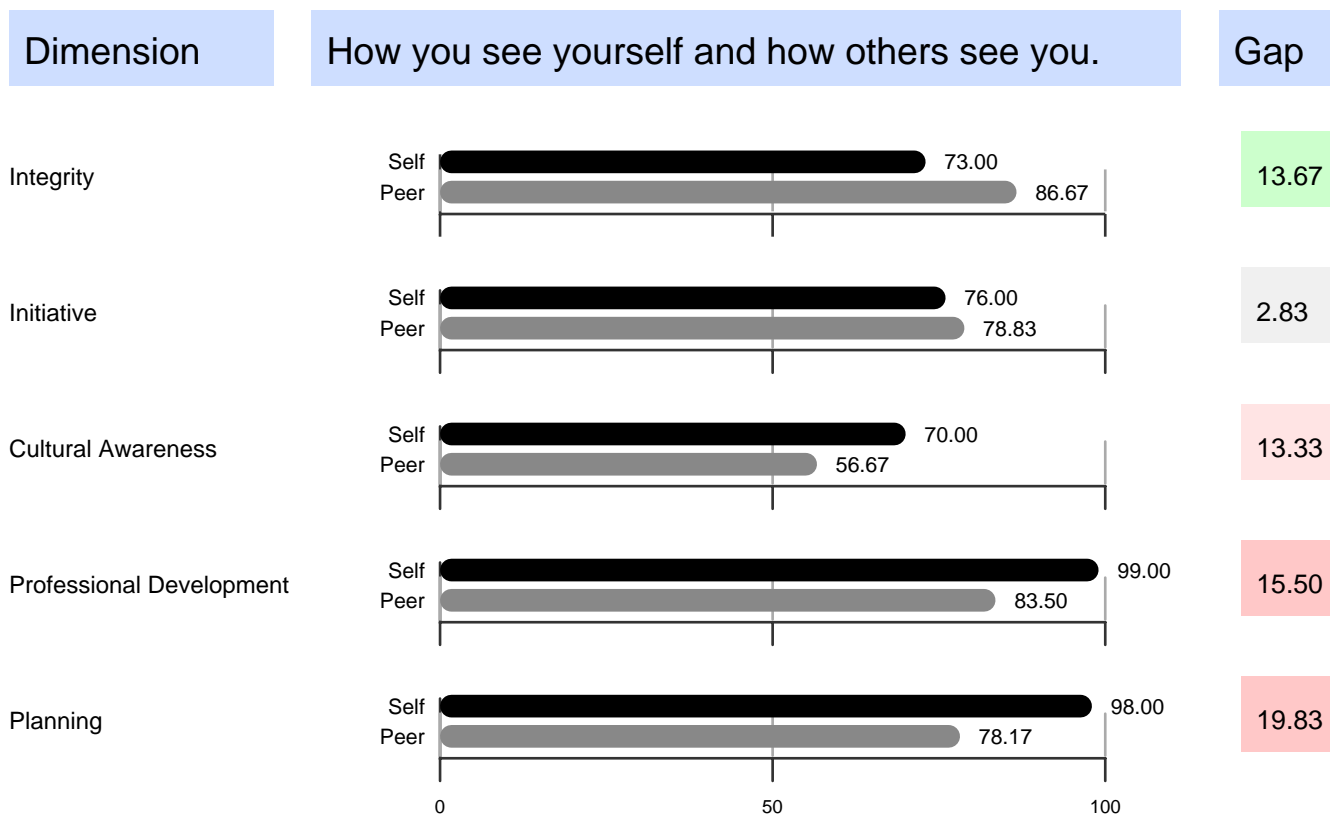
Relationship	Headcount
Self	1
Supervisor	1
Peers	2
Direct Reports	3

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.



# Initiative

## Defintion:

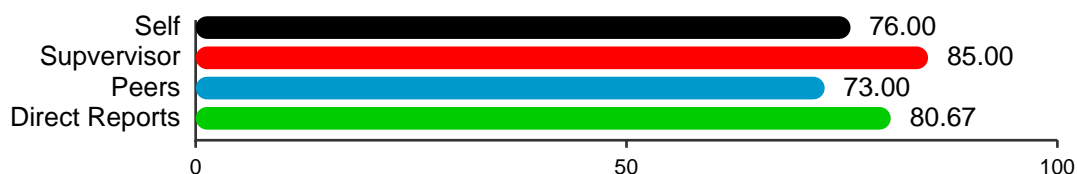
Initiative is the ability to take appropriate actions and work proactively, often independently, and motivated by a desire to perform above expectations without being prompted by others to do so. Someone with initiative is a self-starter who independently takes advantage of opportunities and is motivated with a tenacious work ethic to be impactful.

## Why it is important:

These individuals are catalysts for positive change in the organization, driving a business forward through their actions and mindset. Being a proactive and opportunistic self-starter enables you to achieve higher levels of performance.

## Statements for Level:

Takes action to avoid or minimize potential problems or maximize potential opportunities in the future by drawing on extensive personal experience. Defines and addresses high-level challenges that have the potential to advance the state-of-the art in an area. Starts and carries through on new projects.



## 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.
- She has put together a fantastic leadership group that keeps the customer experience first and foremost.
- She removes barriers so that we can do our job to the best of our ability.

# 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:

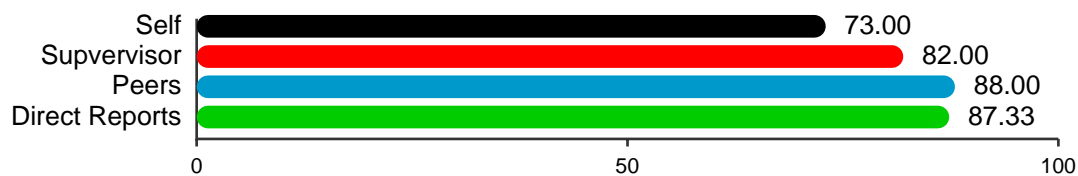
Develops trust and confidence from others.

Accepts responsibility for mistakes.

Demonstrates sincerity in actions with others.

Protects the integrity and confidentiality of information

Demonstrates honesty and truthfulness at all times.



## 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.
- She has high expectations of us as staff and of our volunteer team so that we are providing exceptional experiences every time.
- She strives to raise the bar everyday to improve our processes to best serve our customers.
- Definitely goes out of her way to support customers.
- \_\_\_\_\_ is very customer focused.

# Professional Development

**Defintion:**

Improvement through specialized training and participating in advanced professional courses.

**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:**

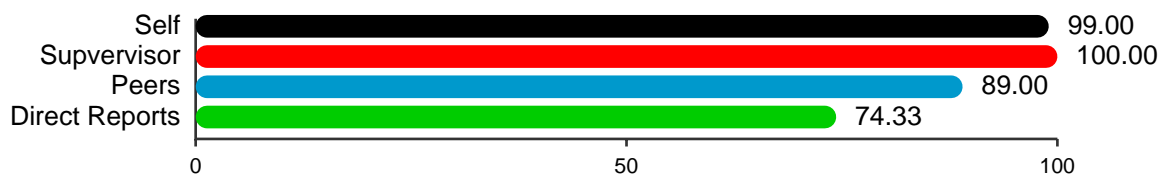
Keep themselves up-to-date of technical/professional issues

Allows employees to fully participate in employee training and professional development.

Demonstrate enthusiasm and a willingness to learn new skills and knowledge

Encourages employees to take courses relevant to their job.

Quickly acquire and apply new knowledge and skills when needed

**Provide any comments to help explain your answers.**

- I can continue to be a better role model for my staff and colleagues
- She has established credibility and trust with all the directors and managers.
- Always conducts herself in a professional manner.

# 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:

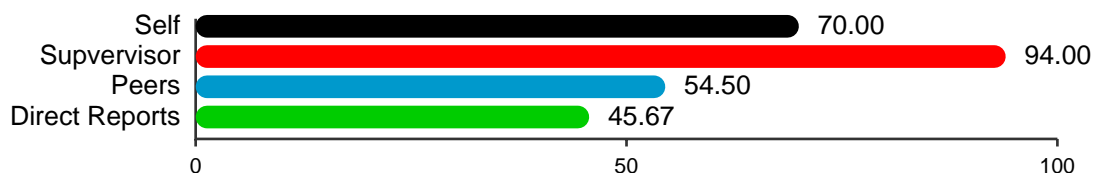
Avoids referring to stereotypes about others from different cultures.

Seeks to reduce obstacles in communication that might arise from cultural differences.

Recognizes and values individual and cultural differences.

Understands what customs and etiquette are important for individuals from other cultures.

Engages with individuals that have different cultural backgrounds.



## Provide any comments to help explain your answers.

- I need to be a better listener and slow down.
- She 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 she sorts through her priorities. Responses via email can be slow, delaying action on my part while I wait direction.



# 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:

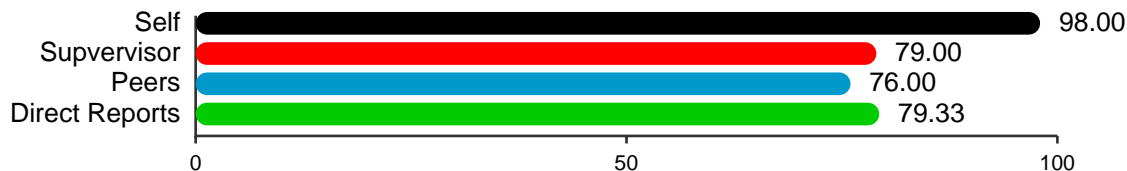
Creates effective project plans.

Involves relevant coworkers in the development of the plan.

Initiates the planning process by defining the scope of the project.

Plans for future staffing needs.

Analyzes market trends to plan the best course of action.



## 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.