



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.

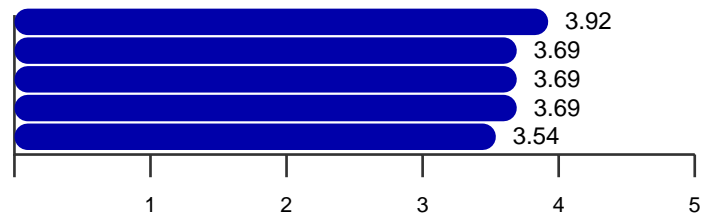
You are encouraged to communicate further with your respondents, both to clarify the meaning of the feedback they have given you and to solicit their support on your self-development journey. Even when people have not self-identified, you can conduct general conversations in which you share what you've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

Co-worker Development
Achievement
Fiscal Management
Leadership
Decision Making



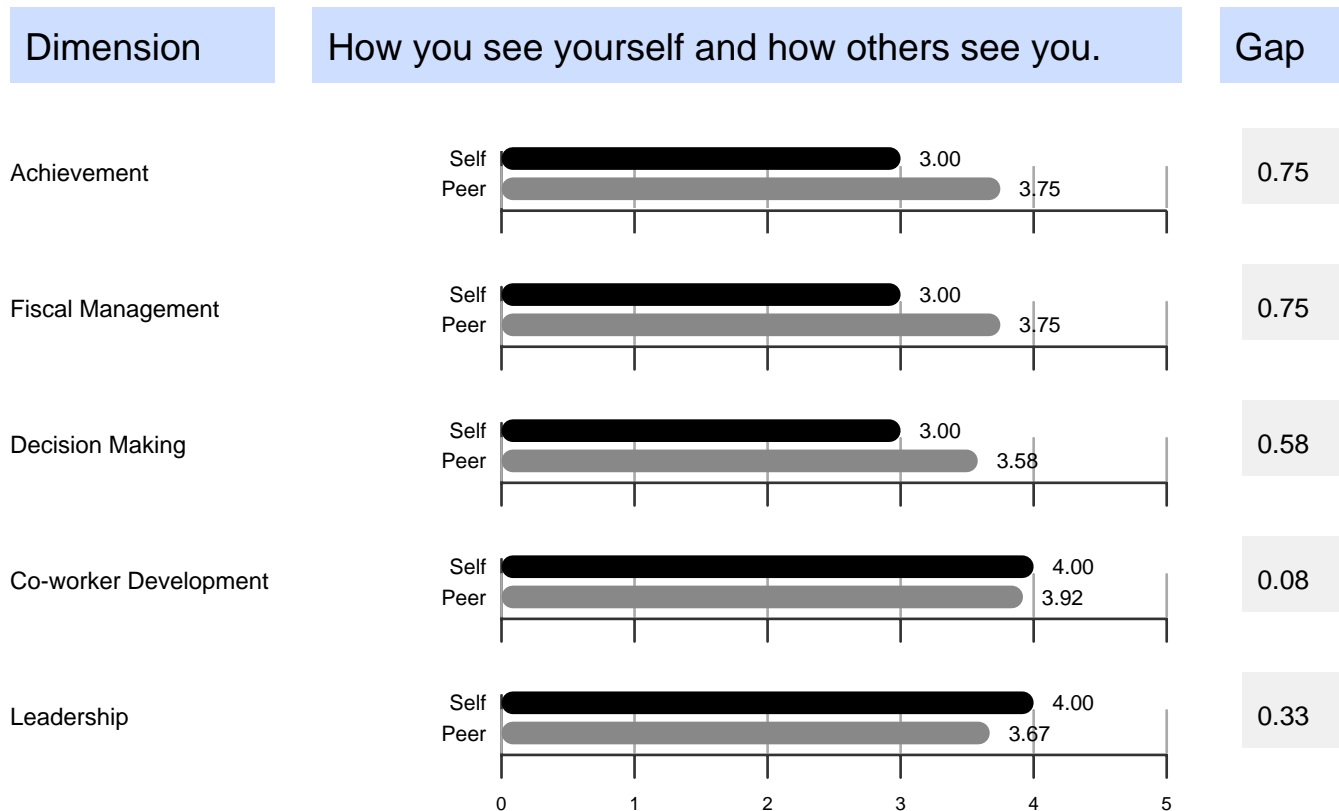
Relationship	Headcount
Self	1
Supervisor	1
Peers	5
Direct Reports	6

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.



Leadership

Defintion:

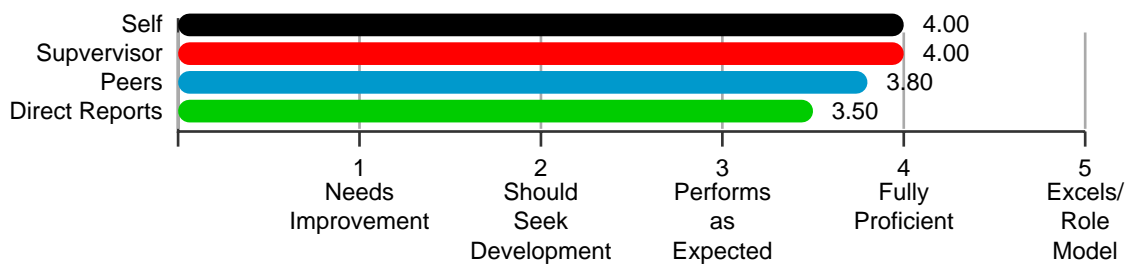
Effectively leads the department/division/organization. Leads and/or directs others in the completing of tasks.

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:

You are a highly effective supervisor.; You demonstrate leadership and courage in critical situations.; You motivate others to reach and exceed organizational goals and objectives.; You clearly explain performance expectations and goals to be reached at the beginning of a project, then let others decide how to achieve the goal.; You are a highly effective supervisor.



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.

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.

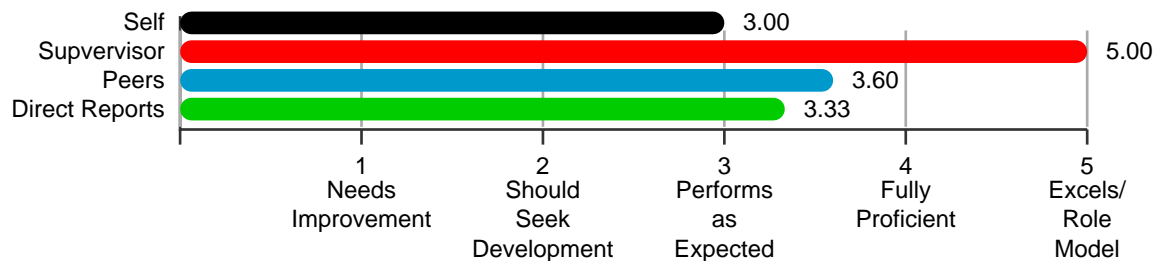
Why it is important:

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:

I understand how my decisions will affect others.; I have enough self-control to avoid making impulsive decisions.; You are willing to consider information from other sources.; You understand how different perspectives can help make better informed decisions.; You make decisions independently (without having to be told what or how).



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.

Achievement

Defintion:

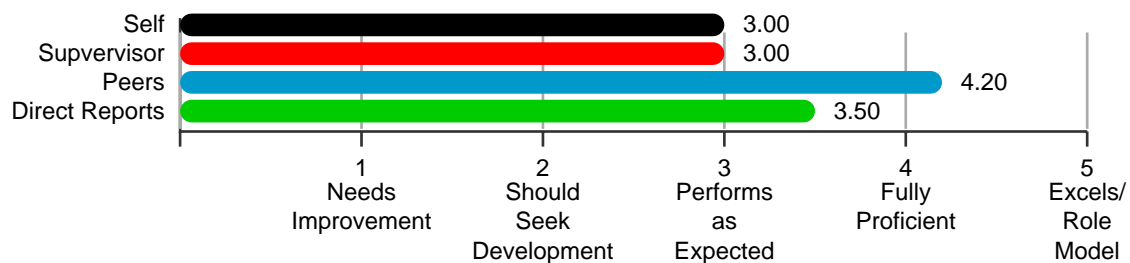
A consistent drive to set and attain challenging goals, a strong desire to improve performance, and a commitment to excellence. Individuals with high achievement orientation are often self-motivated, disciplined, and persistent. They seek out feedback, are adaptable, and have a strong work ethic; always striving to do better.

Why it is important:

Having an Achievement orientation focuses you on efficiently completing important work supporting the organization. This is achieved through setting challenging goals, measuring and tracking performance, taking calculated risks, learning new skills, and being motivated to complete a high volume of work.

Statements for Level:

I can complete training on the new equipment.; You are driven to complete assignments on time.; You take calculated risks to achieve higher levels of performance.; You accept setbacks and challenges as improvement opportunities; You are flexible in adjusting priorities to meet the demands of changing situations.



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.

Co-worker Development

Defintion:

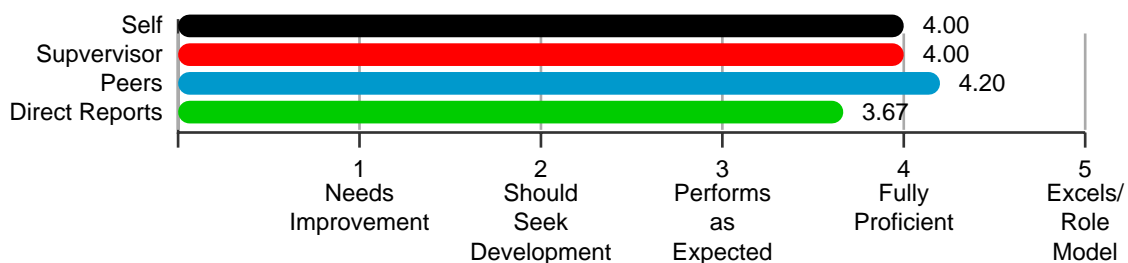
Invests in the professional development of others.

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 set and clearly communicate expectations, performance goals, and measurements to others; You adapt coaching and mentoring approach to meet the style or needs of individuals; You take immediate action on poor performance; You work to identify root causes of performance problems; You give others development opportunities through project assignments and increased job responsibilities



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 techincal staff, collaborating more within the entire RO team and regularly attending required meetings and following through on her assignments.

Fiscal Management

Defintion:

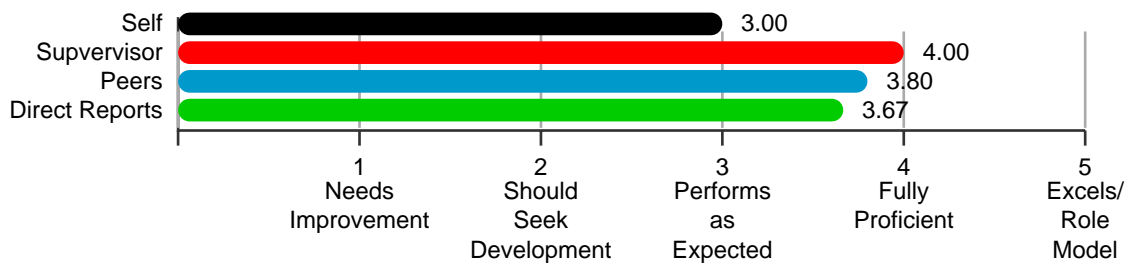
Maintains appropriate financial controls and budgets.

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:

You develop budgets and plans for various programs and initiatives.; You monitor spending.; You ensure others follow the correct rules and regulations on fiscal matters.; You are effective in using company's resources.; You provide budgeting and accounting support to the Company.



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.