Feedback Results

Your CompanyName Here

2025

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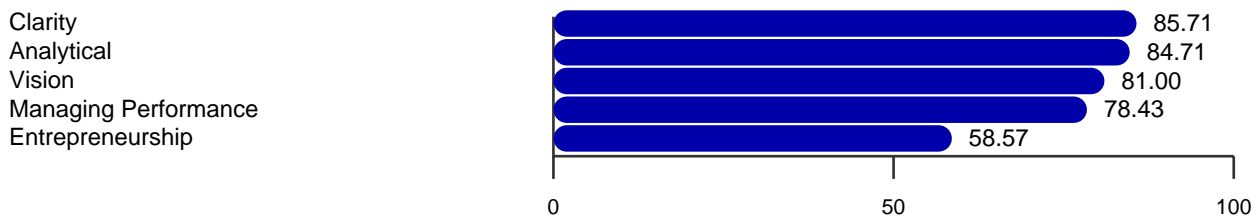
After the sessions, you should work with your coach to work on that pursuit.

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.
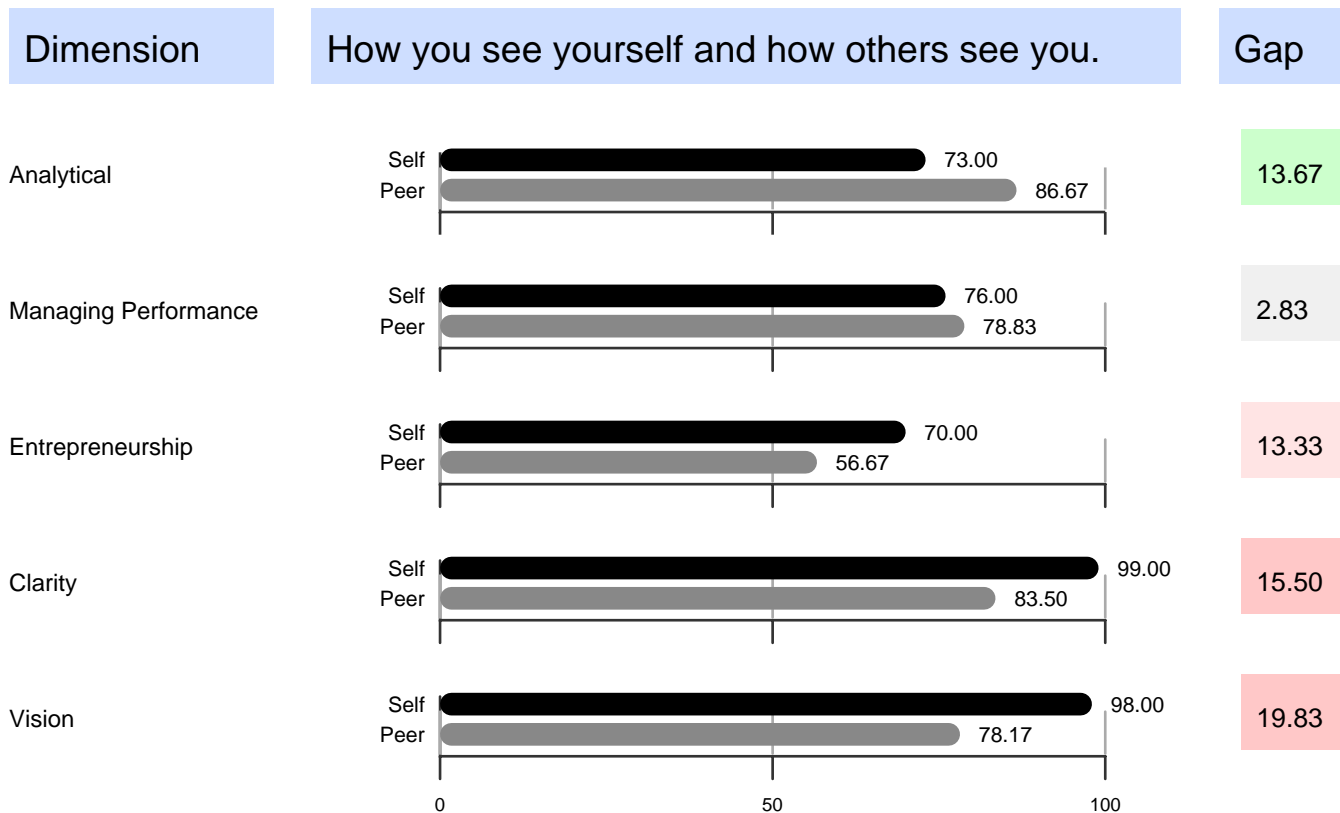
Scores by Competency

Competency	Score
Clarity	85.71
Analytical	84.71
Vision	81.00
Managing Performance	78.43
Entrepreneurship	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
Analytical	Self 73.00 / Peer 86.67	13.67
Managing Performance	Self 76.00 / Peer 78.83	2.83
Entrepreneurship	Self 70.00 / Peer 56.67	13.33
Clarity	Self 99.00 / Peer 83.50	15.50
Vision	Self 98.00 / Peer 78.17	19.83

Managing Performance

Defintion:

Manages the performance of subordinates.   Plans and sets goals and performance expectations for work outcomes; determines measures of performance and communicates those expectations to the employee.   Measures and monitors performance and conducts regular performance reviews using standardized performance measures.   Recognizes and rewards performance that exceeds expectations and implements remedial actions if necessary.

Why it is important:

Performance Management is an important supervisory skill that impacts business operations by setting expectations for achieving superior performance.   It provides a framework for measuring work and motivating employees to achieve goals consistent with the organization's mission and values.

Statements for Level:

Recognizes employees who have courage in persevering against great odds and difficulties.

Participates in training as needed to improve job performance.

Sets long and short term goals.

Informs team members how their performance compares to stated goals.

Establishes standards for expected performance.

Category	Score
Self	76.00
Supvervisor	85.00
Peers	73.00
Direct Reports	80.67
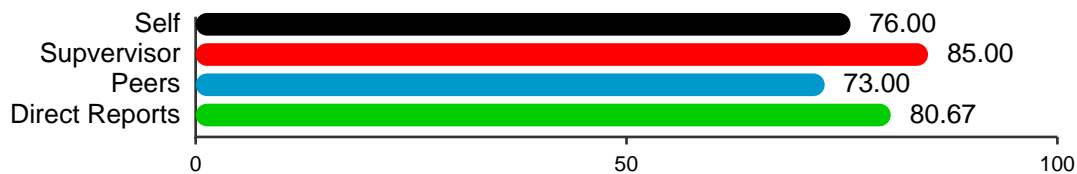
Provide any comments to help explain your answers.

- 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.

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:

Analyzes issues and reduces them to their component parts.

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

Prioritizes various actions to be taken when solving a problem.

Implements data validation techniques and methods.

Analyzes data and information from several sources and arrives at logical conclusions.

Rater	Score
Self	73.00
Supvervisor	82.00
Peers	88.00
Direct Reports	87.33
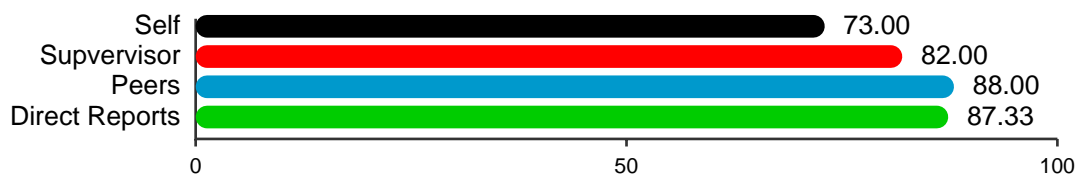
Provide any comments to help explain your answers.

- 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.

Clarity

Defintion:

Is clear in written documents, public speaking, instructions, and performance evaluations.   Able to express ideas 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:

Is clear about the roles and duties of team members.

Avoids stating unclear or conflicting goals.

Provides a clear vision for the future.

Makes sure goals and objectives are clearly and thoroughly explained and understood.

Makes sure employees understand why they were given certain assignments.

Category	Value
Self	99.00
Supvervisor	100.00
Peers	89.00
Direct Reports	74.33
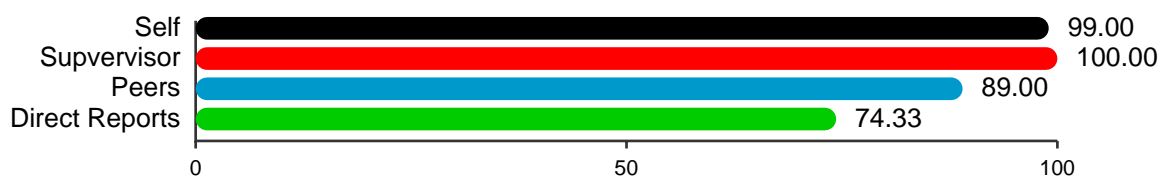
Provide any comments to help explain your answers.

- 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.

Entrepreneurship

Defintion:

Ability to develop, manage, and expand business opportunities.

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:

Finds unique ways to go around barriers to success.

Encourages risk taking for developing potential business opportunities.

Seeks and utilizes mentors to help guide professional development.

Has a strategic awareness on how to promote the organization.

Is comfortable operating in an environment of uncertainty.

Self	70.00
Supvervisor	94.00
Peers	54.50
Direct Reports	45.67
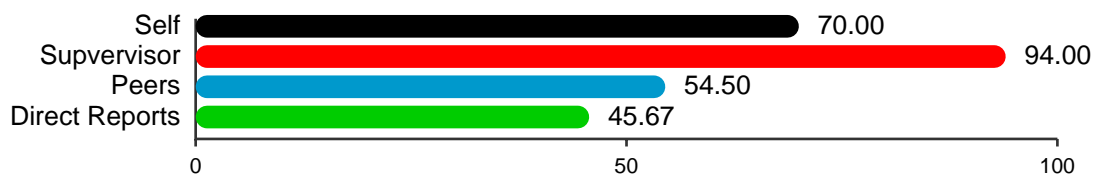
Provide any comments to help explain your answers.

- 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.

Vision

Defintion:

Vision is the ability to create a unifying strategic path for employees.   Vision can be aspirational and inspirational influencing employees toward a common goal. A vision may be implemented by a manager or delegated to the employees in the department/team for implementation. Vision must be communicated with clarity and consistency. A manager with vision may be prescient and able to more effectively solve problems.

Why it is important:

Vision provides a clear direction and purpose for the organization. A compelling vision can inspire and motivate employees. Vision, as the ability to perceive issues clearly, helps leaders make strategic decisions. A shared vision fosters alignment and cohesion within the organization. A strong vision helps organizations stay resilient and adaptable in the face of challenges. Leaders who articulate a clear vision build trust and credibility with their teams.
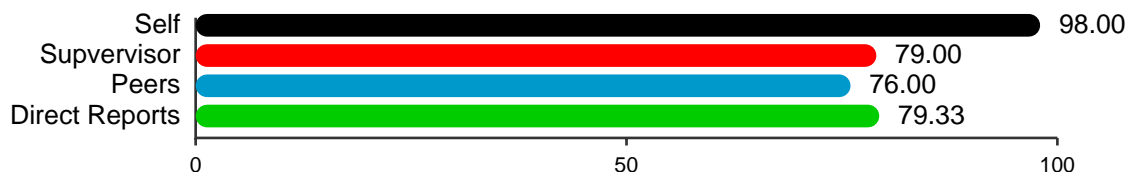
Statements for Level:

Able to see trends in the business environment.

Establishes a clear vision for where the company should be heading.

Creates a vision to align corporate strategies with the organization's value system.

Creates a workplace culture that reflects the organizational vision.

Communicates a vision of where the Company needs to be in the future.

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.